

# **Historic, Archive Document**

Do not assume content reflects current  
scientific knowledge, policies, or practices.



CONDENSED HISTORY OF THE U. S. DEPARTMENT OF AGRICULTURE

cap 3 Had you come into the Department on the day it was founded you would have needed very little orientation. You could have become acquainted with everybody very easily. By the time you had shaken hands with the new Commissioner and his eight or ten assistants and aids you would have met all the Government employees who worked in the field of agriculture. Today you would tire yourself out trying to shake hands with our 60,000 employees, even if you didn't also have to run all over the United States to do it. But great oaks from little acorns grow, and it is quite proper to say that the present Department of Agriculture grew from more seed.

The seed were those of plants of economic value to American farmers. Both plants and seed were distributed to facilitate the propagation in this now and rapidly expanding country of crops brought from afar but that could be adapted here. Plant exploration and importation were the earliest form of agricultural activity in which our Government engaged, the gathering and dissemination of agricultural statistics being second.

In early days there was scant need for a Department of Agriculture, and we had none. We had a vast wilderness of land, rivers, and forests to open to settlement and cultivation. When land wore out in one place it was always possible to move on to even richer and more productive land somewhere else. Agriculture was a way of living, not a way of making a living. Methods of transportation, food processing and preservation and commercial marketing were all largely in the future. Farmers aimed to be self-subsistent. They depended upon others than themselves for very little.

But even in those days, in fact even in Colonial times, farsighted individuals later to be known as Founding Fathers, - Franklin and Jefferson among them, interested themselves when abroad in sending back to this country seeds, cuttings, and specimens of plants and trees which they thought might turn out to be valuable here agriculturally. George Washington also as early as 1794 was a member of the British Agricultural Board and he long corresponded with Sir John Sinclair its founder and president.

In 1796 George Washington recommended to Congress that funds be provided for the promotion of agriculture. As our young Nation got under way and established a Department of State it became natural for consular officers to aid in the seed work. The Navy was also called upon to bring back plants and seeds. Gradually the habit arose of depositing these in the Patent Office, which was the nearest thing to a scientific agency in the young Government, and which formed part of the Department of State until 1849.

This brings us rather abruptly to Blodgett's Hotel. It once stood in downtown Washington at 7th and F sts., N.W. It resulted from a movement started in 1795 to give Washington a decent hotel, - an achievement not yet accomplished, according to some. Both its site and its architecture were the result of lotteries. The site once formed part of the farm of John Orr which, before that time, extended from 7th and F, N.W. as far out as the Public Library at 7th and K. The fishing was excellent at 14th and K in those days, and for some years thereafter.

When completed, Blodgett's Hotel occupied only part of its lot. It did not even fill the entire E Street side of the square. Within it was a theatre in which the first Washington theatrical performance was staged. At this time the entire Federal Government was crowded into a single 25-room building. You probably know what happened next without being told. The crowding became intolerable and in 1810 Blodgett's Hotel was purchased to relieve the congestion. Thereupon the Post Office Department, the City Post Office, and the Patent Office, were moved into it.

Dr. Thornton was then Commissioner of Patents. As late as 1822 he received only \$1,500 a year, his clerk \$1,000, his messenger \$250, and that was his entire staff. Patents were merely registered without required proof of priority, but the President himself and members of his Cabinet did not pass upon them as had been the case in earlier days. Blodgett's Hotel narrowly escaped destruction by fire in 1814, when Washington was invaded, but Dr. Thornton's eloquence prevailed upon Col. Jones, leader of a British conflagration squad, to spare it because of the cultural value of the Patent Office's collection on the top floor.

This was a shrewd maneuver which enabled us to burn the place down for ourselves. Before that happened Henry L. Ellsworth, son of the distinguished third Chief Justice of the Supreme Court, and himself a man of notable intellectual and agricultural attainments, became Commissioner of Patents. On December 15, 1836, 6 months after a new patent law went into effect which brought order out of chaos, Blodgett's Hotel caught fire. Ineffectual efforts of the staff to save it delayed arrival of professional fire fighters. The fire got beyond control. The records and models, including those of Robert Fulton's Clermont, went up in flames.

Conditions in Washington about this time may be surmised from the following item in a local paper dated April 21, 1836: "The ill-fated man who was thrown down by a hog opposite the General Post Office on Thursday, as mentioned in our last, died on Saturday from the severe injury he sustained, his skull being fractured by that infamous incident." Obviously the Department of Agriculture was even then trying to make its way into the Government on four legs and disguised as a pig!

Commissioner Ellsworth took unusual interest in agricultural patents and statistics, and in the collection and dissemination of plants and seeds of economic value. For a considerable time he carried on without specific authorization by the Congress, simply because so many farm people desired the services he offered. This apparently aroused some Congressional suspicion for Chairman Fletcher of the Committee on Patents wrote Ellsworth in late 1838 asking what he was up to anyway. His reply, dated January 22, 1839, was so well made that the Congress gave him permission to spend \$1,000 of the incoming funds of the Patent Office, which has always been self-supporting, on agricultural matters. This sum was expected to last some years, and it did!

As early as that new varieties of seed had helped the corn growers and new varieties of wheat had extended the area in which that grain could be grown in this country. Ellsworth felt that extension of such work could



easily improve the income of American farmers by fifteen or twenty million dollars annually. He also observed that a new era of labor-saving machinery was at hand for, though we are prone to forget it, technology was already effecting great changes in American agriculture and portended still more to come.

Ellsworth finally argued that some place in Washington should be designated as the repository of plants and seeds collected abroad. It should have facilities to get these from the ports where the Navy often left them to dry out or rot. Being a good bureaucrat he naturally nominated the Patent Office as the place of collection and distribution. In his annual report for 1840 he announced the expenditure of \$451.58 on the collection and distribution of agricultural seeds and statistics, and observed that 30,000 packages of seed had been distributed during that year.

Ellsworth wrote exceedingly interesting reports. In fact John Quincy Adams once half querulously complained that the Patent Office reports proved so interesting to him as to absorb him. On one occasion he even forgot his appointments for this cause. Popular interest in the reports moved the Congress to print 25,000 of them for distribution.

Of course various agricultural societies already existed. They necessarily exerted pressure on Government for aid to farmers. The House of Representatives established an agricultural committee as early as 1820 and the Senate in 1825. In 1828, the Congress authorized publication of a manual, prepared at its direction by Secretary of the Treasury Benjamin Rush, on the growth and manufacture of silk. In the same year it directed that Count Von Hassz's Treatise on the Rearing of Silk-Worms be printed as a document.

In 1830, the House authorized the Secretary of the Treasury to finance a project for the cultivation of sugarcane and the manufacture and refinement of sugar. The investigations were conducted by Prof. Benjamin Silliman of Yale. The results appeared in 1833. Thus Congress itself initiated the first piece of agricultural research authorized by Government and issued the first agricultural bulletins.

Before Blodgett's Hotel burned, the Congress had appropriated money to build a new Patent Office. This structure still stands and is now occupied by the Civil Service Commission. The F-Street side of it was completed in 1840, but Commissioner Ellsworth, as he complained in his annual report, was delayed in gaining occupancy because the building had to serve as temporary quarters of a new institution founded by an Englishman named Smithson. He did get a foothold in the building, however, and by 1844 had his entire Office there, and the Smithsonian Institution outside. He then said it would serve the purpose for many years. Four years later the building was overcrowded, an east side was added by 1852, a west side by 1856, and the G Street side by 1867.

In 1849 the Department of the Interior was created with Thomas Ewing as its first Secretary. He established himself in a single room of the Patent Office building. Shortly thereafter he and his Department had crowded everything else out of the place. The Patent Office formed part of his new Department and it spilled over across the street into the old building now occupied by the United States Tariff Commission, the south wing of which actually stands upon the former site of Blodgett's Hotel. It was started in 1839, completed

in 1866, and housed the Post Office Department and the City Post Office.

Henry Adams in his Education of Henry Adams, wrote that, in 1850, "The white marble columns and fronts of the Post Office and the Patent Office faced each other, like white Greek temples in the abandoned gravel pits of a deserted Syrian city." They still stand there facing one another, though the gravel pits are gone and the city is too far from deserted to suit newcomers.

Though some Commissioners of Patents who followed Ellsworth were by no means so well equipped agriculturally and by experience as he was, agricultural work continued to grow in the Patent Office. About 1850 a "practical and scientific agriculturist" was hired to write an annual report on agricultural matters which filled a fair-sized book each year. Ultimately a botanist and an entomologist came to be employed part-time, while the meteorological reports of the Smithsonian Institution found a place in the annual agricultural volume. Meanwhile, as agriculture became commercialized, food processing advanced, and transportation improved, the farmer's problems became more complex.

Then Patent Office agricultural aid began to prove insufficient. Agitation for better service of Government to agriculture increased both among farm organizations of the day and individuals. Several things were desired and they tied together. One was a law authorizing equitable distribution of public lands; another was aid to agricultural education; a third was a Federal Government agency to serve farmers. In 1852 the United States Agricultural Society was formed. It was primarily a pressure group or lobby to direct official interest to the agricultural needs of the time. Many of its members were prominent and the society insisted that a national Department of Agriculture be established. When it was the society dissolved.

There was delay, of course. That was because members of Congress from the South were suspicious of Federal aid to the States. During Buchanan's Administration, a bill to endow the States with public land enough to enable them to set up agricultural colleges was vetoed because Buchanan also did not think the Federal Government had any right to extend State aid in this way. But during Lincoln's Administration the Southern delegation to Congress mysteriously vanished.

In his annual report for 1861, Caleb B. Smith, Secretary of the Interior, rather perfunctorily suggested that a Bureau of Agriculture and Statistics be founded. Lincoln repeated this suggestion almost verbatim in his message to Congress of December 2, 1861. He sandwiched the recommendation in off-handedly and casually. But Congress took action and, after some rather diffident debate as to whether a Cabinet officer should head the new Department, it voted an agency with an anomalous bureau status supervised by a Commissioner, and the act founding the Department was signed May 15, 1862.

The Homestead Act, which made provision for the apportionment of freehold farms of 160 acres each from the public domain, to all citizens who would make homes on them and till them for 5 years, followed 5 days later. On July 2, 1862, the Land-Grant College Act became law, endowing the agricultural colleges with 11,000,000 acres - about the area of Vermont - which the States were authorized to sell, using the proceeds to set up the schools.



It cannot be said that the Department's founding resulted from any deep conviction on Lincoln's part nor did anyone at that time think out or formulate any well-planned program for the Department to follow. Lincoln did not think of himself as a farmer and had little agrarian interest. The Department's beginning was almost casual. Since the Patent Office by now had an agricultural division, it was natural that the head of this should become the first Commissioner of Agriculture, and so he did. The Department was organized in two basement rooms of the Patent Office Building.

The first Commissioner was Isaac Newton, a Pennsylvanian of Quaker stock. He had been manager of two model farms not very far from Philadelphia and had won himself quite a reputation. He was also a local politician of some note. He operated a confectionery and creamery in Philadelphia from which, among other things, he shipped butter to the White House. Just before the Civil War he purchased a farm in Virginia, but his wife refused to move there, so he tried to manage it by remote control through a brother. The Civil War bankrupted the enterprise and, since Newton was out of a job, his friends suggested that he try to get on the Government payroll.

Newton did just that. He moved to Washington, met the right people, and soon became both a friend of Lincoln and head of the agricultural work in the Patent Office. Naturally Lincoln made him head of the new Department of Agriculture. During part of the Civil War Newton was in residence at the White House to supervise the food eaten by the President and guard it against poisoning. While there he became a friend and confidant of Mrs. Lincoln who not only shared with him her lavish and frequent troubles but sought his aid in paying department store bills she imprudently ran up. This he did either by settling them out of his own pocket and letting her pay him back in installments, if they were not too large, or by interceding for her with Lincoln which required considerable tact and diplomacy.

It is difficult to assay Newton at this late date. He had loyal friends and venomous enemies. Some extolled his learning and his wisdom; others insisted he was all but illiterate and so incompetent that he could not satisfactorily perform his duties. Farm journals in general paid little attention to the Department and newspapers practically none, but Newton was often attacked in print and speech.

True, when Newton was accused of wasting Government funds, one farm editor vigorously denied this and then went on to say that even if the charge were true he thanked God farmers had at last got near enough that "great public crib at Washington" to waste a pittance. He continued: "I care not, in this view of the case, if they have spent all the money in distributing dead rats and Canadian Thistles."

But Lincoln stolidly disregarded adverse criticism of his friend Newton, though Newton actually was to have been dismissed by President Johnson for incompetence, but was saved by an unhappy accident. As he sat in his office one warm summer day in 1866 he heard an approaching thunderstorm. He remembered certain wheat samples that had been cut but not stored on the Department's experiment grounds over on the site of the Department's present buildings. He clapped on his silk hat and rushed over two miles to supervise the saving of these samples. He stood there, doubtless in a frock coat, and oversaw the job. The Washington July sun did the rest. For Newton suffered sunstroke and, though he lingered almost a year, he was never much good after that.

Newton's primary aim was to make two blades of grass grow where one grow before. He appointed a botanist, an entomologist, a chemist, and a statistician. He sought to carry out the aims of the organic act founding the Department, and that law was as broad in scope as all outdoors. He sought to collect, arrange, and publish valuable agricultural information; to collect and introduce valuable seeds, plants, and animals; to promote chemistry, botany, and entomology; and to establish a Library and a Museum.

Newton wrote his reports in a flowing somewhat pedantic style with a wealth of classical allusions. The propagating garden was established and the 40-acre tract between 12th and 14th Streets, S.W., B. St., and the Canal, called Reservation No. 2, was finally wrested from the Army, which long kept cattle on it, and turned to use as an experiment farm.

By 1868 the Department of Agriculture had a building of its own, the old Red Brick Building you will hear oldsters talk about. It cost \$140,420, including furniture and equipment. The Department had less than 50 employees in January of that year..

The work continued, tending to attract the attention of few but the gentleman farmers. Most of Newton's successors were ill-qualified to lend the Department prestige and to extend its field of usefulness. The Department also had very limited funds. Then Norman J. Colman became Commissioner of Agriculture in April 1885.

By that time there was widespread agitation both for the founding and support of agricultural experiment stations in the different States by Federal aid and for raising the head of the Department of Agriculture to Cabinet rank. Colman actively supported both movements. In 1887 the experiment station law was passed and in 1889 Colman became the first Secretary of Agriculture from February 13 to March 6, when Jeremiah M. Rusk was appointed by the incoming President Harrison.

At this point the Department began really to gain status and significance. It also began to grow much more rapidly both in size and in service. Because of increasing complexities of the agricultural enterprise, farmers found it more and more necessary to have in Washington a strong, reliable Department to serve them.

In 1884 the Bureau of Animal Industry was founded in response to a special Act of Congress authorizing its establishment to aid in the eradication of animal diseases. In 1888 the Office of Experiment Stations came into existence to undertake the work assigned to the Department in connection with the Hatch or Experiment Station Act. In 1890 the Weather Bureau was transferred to the Department from the War Department when it had existed in the Army Signal Corps since its creation in 1870.

In March 1897 James Wilson became Secretary of Agriculture. He served until March 1913. His administration was outstanding for the development of research and increase in the number of scientists employed by the Department. He indeed enabled the Department to carry out Newton's dictum about two blades of grass growing where one grew before.

In 1901 Wilson formed the Bureaus of Soils, Plant Industry, Forestry, and Chemistry, and in 1904 the Bureau of Entomology. The Office of Public Roads was created in 1905. In 1906 came the Bureau of Biological Survey,



which arose out of work in economic ornithology and mammalogy which began in the Division of Entomology.

Work in many other lines was undertaken, among them agricultural engineering, dairying, irrigation, drainage, marketing, extension work, and agricultural economics and statistics. By 1910 the problem of distributing enhanced agricultural production was already attaining importance.

The growth of the Department during Secretary Wilson's administration, was remarkable. Whereas there were only about two thousand employees in 1897, of whom over 400 were women, the Department had 2,514 employees in Washington alone and 10,190 in the field by the end of Secretary Wilson's term. A regiment of these new hired hands consisted of scientists working in all fields to aid agriculture.

In a sense it may be said these scientists succeeded too well. They enabled farmers to produce so efficiently that market and credit conditions became increasingly unbalanced. New varieties of plants and animals, new methods of protecting them from insects and disease, new techniques of cultivation and soil enrichment flowed from the Department's laboratories.

Various regulatory laws began to be passed and turned over to the Department for enforcement, the meat inspection, the animal quarantine, and the food and drugs acts being examples. When the national forests were turned over to it in 1905, the Department also undertook custodial functions of wide scope. Step by step the will of the people as transmitted through the Congress of the United States made the Department evolve into a large and influential institution.

The term of David F. Houston who followed Wilson was chiefly remarkable for overt entrance of the social sciences into the Department. It is quite true that various studies in the fields of agricultural marketing, credit, and economics generally had been undertaken before Houston's term, but he recognized their importance and so reorganized the Department that they could function effectively.

The Federal Highway, Farm Loan, Grain Standards, Cotton Futures, Warehouse, Migratory Bird Treaty, Packers and Stockyards, and Commodity Exchange Acts were all passed during Houston's term of office. The original home-demonstration farm project, started by Seaman A. Knapp in the Bureau of Plant Industry, flowered into the Extension Service under the Smith-Lever Act of 1914. The Bureau of Agricultural Economics had its beginnings though it did not assume somewhat its present form until 1923.

Houston reorganized the Department. He set up a States Relations Service, among other things, into which went extension work, the work on human nutrition and home economics, and that with the experiment stations. In 1923 this Service was dissolved and the Office of Experiment Stations, the Extension Service, and the Bureau of Home Economics emerged as independent units. It might be said here that the Bureau of Dairy Industry was established in 1926 largely in response to outside demands.

Returning to Houston, his reports merit careful study. He was a sort of one-man New Deal in agriculture all by himself. Many of the ideas he proposed years ahead were implemented later. Had not the first world war intervened to deflect him from the more orderly processes of peace it seems apparent he

would have acted to prevent the growth of disruptive forces/which developed something like two decades later.

This was a dynamic period in the history of the Department. It carried over into the terms of Houston's immediate successors - Meredith, Henry C. Wallace father of the Vice President, and Howard M. Gore. The terms of William M. Jardine and Arthur H. Hyde, which lasted from March 5, 1925, until Henry A. Wallace became Secretary on March 4, 1933, may be regarded as a period of consolidation and Departmental unification.

During the Jardine and Hyde period the Department was welded into a unit by various organizational changes. At the same time the desperate post-war situation of the American farmer was seen clearly, analyzed wisely, and proscribed for in terms that were not to be carried out until after 1933. Study of the annual reports of Jardine and Hyde will enlighten the reader about the many sound diagnoses made and treatments suggested for the great farmer depression, which began soon after our unhealthful agricultural expansion during the first world war, and came to a climax around 1930-32. They clearly stated what should be done but were unable to do it until public opinion was reformulated and crystallized.

The administration of Henry A. Wallace brings us to modern times. It was characterized primarily by creation of the "action" agencies. Originally information in the field of agriculture was collected and kept on tap for the asking. Those who did not ask got little of it. The upper class of more intelligent farmers profited by it. The next step was taken in the administration of Secretary Rusk who appreciated the urgent necessity for publishing the information in popular, usable form, and who first issued press releases and farmers' bulletins.

This gave farmers knowledge about how to produce larger crops with less labor and more certainty. That, in turn, induced more of them to go further into commercial agriculture than ever before and thus to become dependent upon transportation, labor, market, credit, land-value, and equipment factors wholly within their control. Difficulties arose and the next step was to institute demonstration farms and to take knowledge about agricultural matters to the farmer's home using the Extension Service.

At the same time marketing and credit studies led to legislative acts which improved farm markets and credit facilities. The first world war crammed a generation of progress into a few years, resulted in opening land to cultivation which should never have gone out of grass or pasture, produced a tremendous inflation in farm prices and land values, and led to an inevitable deflation which bankrupted farmers and left them producing food and fiber for the rest of us at a discount. The action agencies tried to make it financially possible for farmers to take advantage of the most up-to-date agricultural knowledge in order to rehabilitate themselves while producing abundance for effective consumer demand.

A brave effort was made on many fronts to right farmer wrongs after 1933, -- insofar as Government agencies in Washington could do the job within the frame of reference set up by public opinion and legislative enactment. No such procedure can be dictatorial in this country, for we proceed by democratic processes. What our Government actually does in any given case



is always the resultant of many conflicting forces. The conflicts must be resolved as best possible and we then proceed to do what we can. We cannot evolve a perfect system in Washington and inflict it on the country, nor would any such system be perfect anyway.

Before we could solve our farm problem or give farmers parity prices, i.e. prices enabling them to get as much manufactured goods for their farm commodities as they did in stated pre-first-world-war years, a second world war descended on us. Claude R. Wickard became Secretary September 5, 1940. The National Defense Program got under way. The Secretary quickly saw its significance in raising consumer income and immediately began to preach greater hog production and more marketing of beef in 1941.

Early in that year, as you doubtless know, the British suddenly called upon us for sufficient concentrated protein foods to supply one-fourth of their population. If they did not get this food they faced malnutrition, lowered morale, and disaster. The Lend-Lease Act was passed. The Food For Freedom program promptly got under way. Our farm plant underwent inventory and production goals were set up, marks at which farmers were asked to shoot in order to produce what we ourselves and our potential allies needed.

War followed in December 1941, the goals were reassayed and reannounced, with marked emphasis on oil crops and other wartime needs, in January 1942. These goals were achieved in a year of record production for all time. Other goals set up in 1942 were achieved in 1943. There is no need to dwell on these matters as they are all of recent occurrence.

Finally, we should consider Departmental reorganization in recent years. During the period immediately following 1933 many new agencies were created. Some, like the Agricultural Adjustment Agency were immediately part of the Department. Others, like Commodity Credit Corporation, Farm Credit Administration, Farm Security Administration, Rural Electrification Administration, and Soil Conservation Service began life elsewhere and came into the Department later. Also between 1938 and 1940 four agencies which had long been part of the Department were transferred elsewhere: The Bureau of Public Roads, the Food and Drug Administration, the Bureau of Biological Survey, and the Weather Bureau.

On December 13, 1941, there was announced a major reorganization of the Department to streamline it for the war effort. This reorganization was validated by Executive Order February 23, 1942.

It was at that time that the scientific bureaus were consolidated into the Agricultural Research Administration. The Agricultural Adjustment Agency, the Soil Conservation Service, the Federal Crop Insurance Corporation, and the Sugar Division went into the Agricultural Conservation and Adjustment Administration, while the activities of the Surplus Marketing Administration, the Commodity Exchange Administration, most of the Agricultural Marketing Service, and the Consumers' Counsel Division of the Agricultural Adjustment Agency were combined in the Agricultural Marketing Administration.

The Commodity Credit Corporation, the Farm Security Administration, the Forest Service, the Farm Credit Administration, the Rural Electrification



Administration, and the staff agencies remained unaffected by this reorganization. In June 1942, the Foods Requirements Committee, since abolished, and the Combined Food Board were set up, the latter with the Secretary of Agriculture as United States representative.

The Executive Order of December 5, 1942, which delegated to the Secretary of Agriculture full responsibility for our entire national wartime food program, made necessary a further departmental reorganization. So, on December 10, the Food Production Administration and the Food Distribution Administration were established. The status of the Agricultural Research Administration, the Commodity Credit Corporation, the Forest Service, and the Rural Electrification Administration remained unchanged. Again the staff agencies were not involved.

At this time there was also a transfer of personnel to the Department from both the War Production Board and the Office of Civilian Supply. This transfer rounded out the two new big Administrations.

The following departmental agencies were consolidated into the Food Production Administration: The Agricultural Conservation and Adjustment Administration (except the Sugar Agency), the Farm Credit Administration, the Farm Security Administration, that part of the Bureau of Agricultural Economics concerned primarily with planning current production, that part of the Office for Agricultural War Relations concerned primarily with food production, and the Office of Land Use Coordination.

Consolidated into the Food Distribution Administration were: The Agricultural Marketing Administration, the Sugar Agency, certain of the regulatory activities of the Bureau of Animal Industry, and that part of the Office for Agricultural War Relations concerned primarily with food distribution. This essentially marked the end of the last-named Office which had been created in response to a letter from the President dated May 5, 1941, and was originally named the Office for Agricultural Defense Relations.

In the December 10 reorganization the existing Agricultural War Board was renamed the Departmental War Board and its eight members were then: Director of Food Production, Director of Food Distribution, Agricultural Research Administrator, President of the Commodity Credit Corporation, Director of the Extension Service, Chief of the Forest Service, the Rural Electrification Administrator, and the Chief of the Bureau of Agricultural Economics.

The original Food Advisory Committee was named by the Secretary on December 19, 1942, again under authority of the President's Executive Order of December 5. The Secretary was chairman of this committee and the other members, aside from the President of the Commodity Credit Corporation and the Agricultural Research Administrator, who were appointed later, were representatives of the War Department, the Navy Department, the Board of Economic Warfare, the War Production Board, the Department of the Interior, the Lend-Lease Administrator, the Food Production Director, and the Food Distribution Director. It was at this time that the Foods Requirements Committee was abolished.

On January 22, 1943, there was announced the appointment of a Committee on Foreign Purchase and Importation composed of the Director of Food Production,

the Director of Food Distribution, the Administrator of Agricultural Research, the President of the Commodity Credit Corporation, and the Director of the Office of Foreign Agricultural Relations, with the President of the Commodity Credit Corporation as chairman.

There was established at the same time a Committee on Domestic Transportation of which the Director or Acting Director of Food Production was appointed chairman. Other members were the Director of Food Distribution, the President of the Commodity Credit Corporation, the Chief of the Forest Service, and such other agency heads as the Secretary might later designate.

On February 7, 1943, cooperative arrangements were announced whereby the basic food research required by the Army Quartermaster Corps and the Navy Bureau of Supplies and Accounts would be conducted by the Agricultural Research Administration. Two consulting committees were appointed at this time to advise and collaborate. One of these was composed of outstanding nutrition experts and the other of research personnel representing the food-processing industry.

An inter-Agency Food Procurement Committee, composed of representatives of the principal Government agencies buying food for war purposes, was created on February 9, 1943. The Director of Food Distribution was chairman and other members represented the Quartermaster General of the War Department, the Bureau of Supplies and Accounts of the Navy Department, the Marine Corps, the Veteran's Administration, the War Production Board, the Board of Economic Warfare, the Office of Price Administration, and the Commodity Credit Corporation.

The Nutrition Division of the Office of Defense Health and Welfare Service was transferred to the Food Distribution Administration by Executive Order, effective March 24, 1943.

So far, it will be seen that the tie-in between the new and the old line agencies was largely through committees and by direct contact through the Secretary. The Agricultural Research Administrator was also designated Associate Director of Food Production, with authority in the field of soil conservation. The next step thereafter was the establishment of the War Food Administration pursuant to the Executive Order of March 26 which was slightly modified, clarified, and amended by an additional order issued April 19.

At this time the President consolidated into one unit the Food Production Administration (except the Farm Credit Administration, which again became a line agency of the Department,) the Food Distribution Administration, the Commodity Credit Corporation, and the Extension Service of the Department of Agriculture into what was first called a Food Production and Distribution Administration, but was renamed the War Food Administration after April 19. In this combination the legal status of the Extension Service and its cooperative work with the States, remained unaffected.

What we have here is essentially a wartime emergency measure by which the line agencies of the Department of Agriculture have been grouped into two administrative units, each headed by an official appointed by and directly responsible to the President. One is the Secretary of Agriculture and the other the War Food Administrator. The former remains in charge of the Agricultural Research Administration, the Farm Credit Administration, the Rural Electrification Administration, and the Forest Service. The latter heads the War Food Administration. The Department's staff agencies serve both the



Administration and the Department as called upon, the same identical agencies servicing both. These units are:

The Bureau of Agricultural Economics, the Office of Budget and Finance, the Office of Foreign Agricultural Relations, the Office of Information, the Library, the Office of Personnel, the Office of the Solicitor, and the Office of Plant and Operations. The Office of Land Use Coordination was abolished January 1, 1944, and the Land Use Coordinator entered the Office of the Secretary.

The immediate staff of the War Food Administration has remained small. The War Services Branch of the Food Production Administration was transferred to the Office of the War Food Administrator on May 27, 1943. An Office of Labor was established June 23, 1943, which took over entire responsibility for carrying out all farm labor, wage-stabilization, and manpower programs. An Office of Materials and Facilities was set up to direct supply activities in this field, on May 10. An Office of Transportation to coordinate the transportation work of the various agencies in WFA was set up on May 17 and on December 1 it ceased to be a program and became a staff agency. An Office of War Board Services, a liaison office for the boards was created on August 25, 1943 but was discontinued December 30, 1943.

The National War Board was created September 1 with the following as members: Chairman, the Director of the Office of War Board Services; Chief of the Agricultural Adjustment Agency, Chief of the Bureau of Agricultural Economics, President of the Commodity Credit Corporation, Director of Extension Work, Governor of the Farm Credit Administration, Director of Food Distribution, Chief of the Forest Service, Director of Information, Administrator of the Rural Electrification Administration, Chief of the Soil Conservation Service, and the Solicitor. The Chairman of the National War Board now performs the functions of the former Office of War Board Services.

Executive Order 9385, of October 6, 1943, transferred the functions of the War Food Administration and the Commodity Credit Corporation with respect to the procurement and development of food, food machinery, and other food facilities in foreign countries, to the Foreign Economic Administration.

On October 23 the Administrative Council was reconstituted with the following members: Assistant to the Secretary, Assistant to the War Food Administrator, the Director of Finance and Budget Officer, Director of Personnel, Director of Information, the Solicitor, Chief of the Office of Plant and Operations, and the Land Use Coordinator.

Executive Order 9334 was amended October 29 and the Combined Food Board was reconstituted with the War Food Administrator as United States representative, a Canadian in addition to the British member, and the Secretary of Agriculture as neutral chairman. At the same time both the Food Advisory Committee and the Inter-Agency Allocations Committee were abolished. Their functions were combined and transferred to a newly created Food Requirements and Allocations Committee of the War Food Administration.

The Chairman of this Committee, and personal representative and Deputy of the War Food Administrator both thereon and on the Combined Food Board, is the Director of Food Distribution. The other members of the committee are representatives of the War Department, the Navy Department, the Office of Foreign



Economic Administration, the War Shipping Administration, the Civilian Food Branch of the Office of Distribution and the Office of Production. Administrator's Memorandum No. 30 of October 28, 1943 validated these changes.

On January 21, 1944, the Food Distribution Administration and the Food Production Administration were renamed the Office of Distribution and the Office of Production, respectively. An Office of Price was also established to supervise functions relating to the approval of maximum prices of, and price-support program for, agricultural commodities. At this time the Agricultural Adjustment Agency, the Farm Security Administration, and the Soil Conservation Service, became independent agencies in the War Food Administration.

On October 26, 1944 there was established a new WFA staff unit, the Office of Surplus Property and Reconversion, to supervise and coordinate the functions of its various agencies in surplus property disposal, reconversion, and contract settlement. On November 10, 1944, a Director of Water Utilization was appointed in the office of the War Food Administrator to exercise general supervision over and to coordinate the functions and responsibilities of WFA agencies in the field of water development, use, and disposal. The Director works closely with the Land Use Coordinator in the Office of the Secretary.

Administrator's Memorandum No. 27, Revision 1, December 13, 1944, as amended January 3, 1945, ushered in a major reorganization of the War Food Administration. The Office of Distribution and the Office of Production were abolished. Most of the remaining work of the latter went to the Agricultural Adjustment Agency, a little to Soil Conservation Service. The Federal Crop Insurance Corporation, which had reported administratively to the Director of Production, became an independent program agency of WFA.

In a sense the Office of Distribution was torn functionally in twain. To a new Office of Marketing Services went the ordinary peacetime activities of the former Office of Distribution, those concerned with regulatory, inspection, and service statutes, compliance activities, civilian food requirements, as well as maximum price and rationing regulations, and much work concerned with War Food Order programs.

A new Office of Supply was created to handle matters relating to requirement and allocations control, program liaison, procurement and price support, shipping and storage, plant facilities and financing, the requisitioning of food and acquisition of property, the administration of five War Food Orders, and subsidy operations. A new Office of Basic Commodities was created which took over the functions of the Cotton, Grain, General Crops, Hemp, Oilseeds, and Sugar Divisions of the Commodity Credit Corporation.

But, by the amendment of January 3, mentioned above, the last two mentioned offices became part of the Commodity Credit Corporation, each being administered by a vice president thereof. Under the vice president in charge of activities at first assigned the Director of Supply were also placed the school lunch and direct distribution programs originally placed in the Office of Marketing Services. All these changes became effective January 1, 1945.

The following agencies, then, are responsible to the Secretary of Agriculture: Agricultural Research Administration, Forest Service, Rural Electrification Administration, and Farm Credit Administration. The Land Use Coordinator is in the Office of the Secretary.

The War Food Administration now has in it the following staff agencies of its own: Office of Price, Office of Surplus Property and Reconversion, Office of Transportation, Office of Water Utilization, and the National War Board.

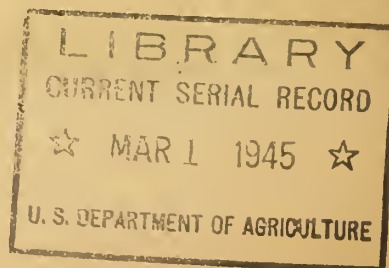
The following units function as independent program agencies within the War Food Administration: Agricultural Adjustment Agency, Commodity Credit Corporation, Extension Service, Farm Security Administration, Federal Crop Insurance Corporation, Office of Labor, Office of Marketing Services, Office of Materials and Facilities, and Soil Conservation Service.

The Department of Agriculture and the War Food Administration are closely integrated not only by the fact that the Under Secretary of Agriculture is also First Assistant War Food Administrator, but by the authority the Secretary and the Administrator have to exercise any and all powers vested in the other, by statute or otherwise, to the extent that is necessary to enable them to perform their respective duties and functions. Exercise of any such power by either of them is legally authorized and not subject to challenge by any third party affected thereby. Mutual services by the staff offices and the constitution and functions of various committees act as further tie-ins and lines of coordination.

Is the present situation unique and wholly unprecedented? Hardly. When the Bureau of Animal Industry was created with bureau status in 1884, it was placed in a Department which had but bureau status itself. That came out all right. The head of the Weather Bureau, which came to the Department in 1890, was always a Presidential appointee. When the United States Food Administration was created during World War I, some wondered just what this portended for the Department's future and the same kind of thoughts arose when the Farm Board was set up in 1929. Again, there were those who feared the Agricultural Adjustment Administration and other "action" agencies might swallow the Department whole.

None of these things actually happened. The Department survived. Today, if it looks as if we had a rather peculiar set-up with the War Food Administration and the Department each in a way autonomous, we might remember words written by William Penn many years ago when he observed:

"When all is said, there is hardly any form of government so ill-designed by its founders that in good hands it will not do well enough; and history tells us the best, in ill ones, can do nothing that is great and good." Men of intelligence and good will make governmental institutions work efficiently. Differences are ironed out and progress is achieved. That is where we are today. But tomorrow is always another day.





Office of Information  
Mr. Harding, 4842  
Miss Arnold, 4875

U. S. DEPARTMENT OF AGRICULTURE

No. 4

Revised April 1, 1945  
A USDA Document

CONDENSED HISTORY OF THE U. S. DEPARTMENT OF AGRICULTURE

Had you come into the Department on the day it was founded you would have needed very little orientation. You could have become acquainted with everybody very easily. By the time you had shaken hands with the new Commissioner and his eight or ten assistants and aids you would have met all the Government employees who worked in the field of agriculture. Today you would tire yourself out trying to shake hands with our 60,000 employees, even if you didn't also have to run all over the United States to do it. But great oaks from little acorns grow, and it is quite proper to say that the present Department of Agriculture grew from more seed.

The seed were those of plants of economic value to American farmers. Both plants and seed were distributed to facilitate the propagation in this new and rapidly expanding country of crops brought from afar but that could be adapted here. Plant exploration and importation were the earliest form of agricultural activity in which our Government engaged, the gathering and dissemination of agricultural statistics being second.

In early days there was scant need for a Department of Agriculture, and we had none. We had a vast wilderness of land, rivers, and forests to open to settlement and cultivation. When land wore out in one place it was always possible to move on to even richer and more productive land somewhere else. Agriculture was a way of living, not a way of making a living. Methods of transportation, food processing and preservation and commercial marketing were all largely in the future. Farmers aimed to be self-subsistent. They depended upon others than themselves for very little.

But even in those days, in fact even in Colonial times, farsighted individuals later to be known as Founding Fathers, - Franklin and Jefferson among them, interested themselves when abroad in sending back to this country seeds, cuttings, and specimens of plants and trees which they thought might turn out to be valuable here agriculturally. George Washington also as early as 1794 was a member of the British Agricultural Board and he long corresponded with Sir John Sinclair its founder and president.

In 1796 George Washington recommended to Congress that funds be provided for the promotion of agriculture. As our young Nation got under way and established a Department of State it became natural for consular officers to aid in the seed work. The Navy was also called upon to bring back plants and seeds. Gradually the habit arose of depositing these in the Patent Office, which was the nearest thing to a scientific agency in the young Government, and which formed part of the Department of State until 1849.

This brings us rather abruptly to Blodgett's Hotel. It once stood in downtown Washington at 7th and F sts., N.W. It resulted from a movement started in 1795 to give Washington a decent hotel, - an achievement not yet accomplished, according to some. Both its site and its architecture were the result of lotteries. The site once formed part of the farm of John Orr which, before that time, extended from 7th and F, N.W. as far out as the Public Library at 7th and K. The fishing was excellent at 14th and K in those days, and for some years thereafter.



When completed, Blodgett's Hotel occupied only part of its lot. It did not even fill the entire E Street side of the square. Within it was a theatre in which the first Washington theatrical performance was staged. At this time the entire Federal Government was crowded into a single 25-room building. You probably know what happened next without being told. The crowding became intolerable and in 1810 Blodgett's Hotel was purchased to relieve the congestion. Thereupon the Post Office Department, the City Post Office, and the Patent Office, were moved into it.

Dr. Thornton was then Commissioner of Patents. As late as 1822 he received only \$1,500 a year, his clerk \$1,000, his messenger \$250, and that was his entire staff. Patents were merely registered without required proof of priority, but the President himself and members of his Cabinet did not pass upon them as had been the case in earlier days. Blodgett's Hotel narrowly escaped destruction by fire in 1814, when Washington was invaded, but Dr. Thornton's eloquence prevailed upon Col. Jones, leader of a British conflagration squad, to spare it because of the cultural value of the Patent Office's collection on the top floor.

This was a shrewd maneuver which enabled us to burn the place down for ourselves. Before that happened Henry L. Ellsworth, son of the distinguished third Chief Justice of the Supreme Court, and himself a man of notable intellectual and agricultural attainments, became Commissioner of Patents. On December 15, 1836, 6 months after a new patent law went into effect which brought order out of chaos, Blodgett's Hotel caught fire. Ineffectual efforts of the staff to save it delayed arrival of professional fire fighters. The fire got beyond control. The records and models, including those of Robert Fulton's Clermont, went up in flames.

Conditions in Washington about this time may be surmised from the following item in a local paper dated April 21, 1836: "The ill-fated man who was thrown down by a hog opposite the General Post Office on Thursday, as mentioned in our last, died on Saturday from the severe injury he sustained, his skull being fractured by that infamous incident." Obviously the Department of Agriculture was even then trying to make its way into the Government on four legs and disguised as a pig!

Commissioner Ellsworth took unusual interest in agricultural patents and statistics, and in the collection and dissemination of plants and seeds of economic value. For a considerable time he carried on without specific authorization by the Congress, simply because so many farm people desired the services he offered. This apparently aroused some Congressional suspicion for Chairman Fletcher of the Committee on Patents wrote Ellsworth in late 1838 asking what he was up to anyway. His reply, dated January 22, 1839, was so well made that the Congress gave him permission to spend \$1,000 of the incoming funds of the Patent Office, which has always been self-supporting, on agricultural matters. This sum was expected to last some years, and it did!

As early as that new varieties of seed had helped the corn growers and new varieties of wheat had extended the area in which that grain could be grown in this country. Ellsworth felt that extension of such work could

easily improve the income of American farmers by fifteen or twenty million dollars annually. He also observed that a new era of labor-saving machinery was at hand for, though we are prone to forget it, technology was already effecting great changes in American agriculture and portended still more to come.

Ellsworth finally argued that some place in Washington should be designated as the repository of plants and seeds collected abroad. It should have facilities to get these from the ports where the Navy often left them to dry out or rot. Being a good bureaucrat he naturally nominated the Patent Office as the place of collection and distribution. In his annual report for 1840 he announced the expenditure of \$451.58 on the collection and distribution of agricultural seeds and statistics, and observed that 30,000 packages of seed had been distributed during that year.

Ellsworth wrote exceedingly interesting reports. In fact John Quincy Adams once half querulously complained that the Patent Office reports proved so interesting to him as to absorb him. On one occasion he even forgot his appointments for this cause. Popular interest in the reports moved the Congress to print 25,000 of them for distribution.

Of course various agricultural societies already existed. They necessarily exerted pressure on Government for aid to farmers. The House of Representatives established an agricultural committee as early as 1820 and the Senate in 1825. In 1828, the Congress authorized publication of a manual, prepared at its direction by Secretary of the Treasury Benjamin Rush, on the growth and manufacture of silk. In the same year it directed that Count Von Hazzi's Treatise on the Rearing of Silk-Worms be printed as a document.

In 1830, the House authorized the Secretary of the Treasury to finance a project for the cultivation of sugarcane and the manufacture and refinement of sugar. The investigations were conducted by Prof. Benjamin Silliman of Yale. The results appeared in 1833. Thus Congress itself initiated the first piece of agricultural research authorized by Government and issued the first agricultural bulletins.

Before Blodgett's Hotel burned, the Congress had appropriated money to build a new Patent Office. This structure still stands and is now occupied by the Civil Service Commission. The F Street side of it was completed in 1840, but Commissioner Ellsworth, as he complained in his annual report, was delayed in gaining occupancy because the building had to serve as temporary quarters of a new institution founded by an Englishman named, Smithson. He did get a foothold in the building, however, and by 1844 had his entire Office there, and the Smithsonian Institution outside. He then said it would serve the purpose for many years. Four years later the building was overcrowded, an east side was added by 1852, a west side by 1856, and the G Street side by 1867.

In 1849 the Department of the Interior was created with Thomas Ewing as its first Secretary. He established himself in a single room of the Patent Office building. Shortly thereafter he and his Department had crowded everything else out of the place. The Patent Office formed part of his new Department and it spilled over across the street into the old building now occupied by the United States Tariff Commission, the south wing of which actually stands upon the former site of Blodgett's Hotel. It was started in 1839, completed



in 1866, and housed the Post Office Department and the City Post Office.

Henry Adams in his Education of Henry Adams, wrote that, in 1850, "The white marble columns and fronts of the Post Office and the Patent Office faced each other, like white Greek temples in the abandoned gravel pits of a deserted Syrian city." They still stand there facing one another, though the gravel pits are gone and the city is too far from deserted to suit newcomers.

Though some Commissioners of Patents who followed Ellsworth were by no means so well equipped agriculturally and by experience as he was, agricultural work continued to grow in the Patent Office. About 1850 a "practical and scientific agriculturist" was hired to write an annual report on agricultural matters which filled a fair-sized book each year. Ultimately a botanist and an entomologist came to be employed part-time, while the meteorological reports of the Smithsonian Institution found a place in the annual agricultural volume. Meanwhile, as agriculture became commercialized, food processing advanced, and transportation improved, the farmer's problems became more complex.

Then Patent Office agricultural aid began to prove insufficient. Agitation for better service of Government to agriculture increased both among farm organizations of the day and individuals. Several things were desired and they tied together. One was a law authorizing equitable distribution of public lands; another was aid to agricultural education; a third was a Federal Government agency to serve farmers. In 1852 the United States Agricultural Society was formed. It was primarily a pressure group or lobby to direct official interest to the agricultural needs of the time. Many of its members were prominent and the society insisted that a national Department of Agriculture be established. When it was the society dissolved.

There was delay, of course. That was because members of Congress from the South were suspicious of Federal aid to the States. During Buchanan's Administration, a bill to endow the States with public land enough to enable them to set up agricultural colleges was vetoed because Buchanan also did not think the Federal Government had any right to extend State aid in this way. But during Lincoln's Administration the Southern delegation to Congress mysteriously vanished.

In his annual report for 1861, Caleb B. Smith, Secretary of the Interior, rather perfunctorily suggested that a Bureau of Agriculture and Statistics be founded. Lincoln repeated this suggestion almost verbatim in his message to Congress of December 2, 1861. He sandwiched the recommendation in off-handedly and casually. But Congress took action and, after some rather diffident debate as to whether a Cabinet officer should head the new Department, it voted an agency with an anomalous bureau status supervised by a Commissioner, and the act founding the Department was signed May 15, 1862.

The Homestead Act, which made provision for the apportionment of freehold farms of 160 acres each from the public domain, to all citizens who would make homes on them and till them for 5 years, followed 5 days later. On July 2, 1862, the Land-Grant College Act became law, endowing the agricultural colleges with 11,000,000 acres - about the area of Vermont - which the States were authorized to sell, using the proceeds to set up the schools.



It cannot be said that the Department's founding resulted from any deep conviction on Lincoln's part nor did anyone at that time think out or formulate any well-planned program for the Department to follow. Lincoln did not think of himself as a farmer and had little agrarian interest. The Department's beginning was almost casual. Since the Patent Office by now had an agricultural division, it was natural that the head of this should become the first Commissioner of Agriculture, and so he did. The Department was organized in two basement rooms of the Patent Office Building.

The first Commissioner was Isaac Newton, a Pennsylvanian of Quaker stock. He had been manager of two model farms not very far from Philadelphia and had won himself quite a reputation. He was also a local politician of some note. He operated a confectionery and creamery in Philadelphia from which, among other things, he shipped butter to the White House. Just before the Civil War he purchased a farm in Virginia, but his wife refused to move there, so he tried to manage it by remote control through a brother. The Civil War bankrupted the enterprise and, since Newton was out of a job, his friends suggested that he try to get on the Government payroll.

Newton did just that. He moved to Washington, met the right people, and soon became both a friend of Lincoln and head of the agricultural work in the Patent Office. Naturally Lincoln made him head of the new Department of Agriculture. During part of the Civil War Newton was in residence at the White House to supervise the food eaten by the President and guard it against poisoning. While there he became a friend and confidant of Mrs. Lincoln who not only shared with him her lavish and frequent troubles but sought his aid in paying department store bills she imprudently ran up. This he did either by settling them out of his own pocket and letting her pay him back in installments, if they were not too large, or by interceding for her with Lincoln which required considerable tact and diplomacy.

It is difficult to assay Newton at this late date. He had loyal friends and venomous enemies. Some extolled his learning and his wisdom; others insisted he was all but illiterate and so incompetent that he could not satisfactorily perform his duties. Farm journals in general paid little attention to the Department and newspapers practically none, but Newton was often attacked in print and speech.

True, when Newton was accused of wasting Government funds, one farm editor vigorously denied this and then went on to say that even if the charge were true he thanked God farmers had at last got near enough that "great public crib at Washington" to waste a pittance. He continued: "I care not, in this view of the case, if they have spent all the money in distributing dead rats and Canadian Thistles."

But Lincoln stolidly disregarded adverse criticism of his friend Newton, though Newton actually was to have been dismissed by President Johnson for incompetence, but was saved by an unhappy accident. As he sat in his office one warm summer day in 1866 he heard an approaching thunderstorm. He remembered certain wheat samples that had been cut but not stored on the Department's experiment grounds over on the site of the Department's present buildings. He clapped on his silk hat and rushed over two miles to supervise the saving of these samples. He stood there, doubtless in a frock coat, and oversaw the job. The Washington July sun did the rest. For Newton suffered sunstroke and, though he lingered almost a year, he was never much good after that.

Newton's primary aim was to make two blades of grass grow where one grew before. He appointed a botanist, an entomologist, a chemist, and a statistician. He sought to carry out the aims of the organic act founding the Department, and that law was as broad in scope as all outdoors. He sought to collect, arrange, and publish valuable agricultural information; to collect and introduce valuable seeds, plants, and animals; to promote chemistry, botany, and entomology; and to establish a Library and a Museum.

Newton wrote his reports in a flowing somewhat pedantic style with a wealth of classical allusions. The propagating garden was established and the 40-acre tract between 12th and 14th Streets, S.W., B. St., and the Canal, called Reservation No. 2, was finally wrested from the Army, which long kept cattle on it, and turned to use as an experiment farm.

By 1868 the Department of Agriculture had a building of its own, the old Red Brick Building you will hear oldsters talk about. It cost \$140,420, including furniture and equipment. The Department had less than 50 employees in January of that year.

The work continued, tending to attract the attention of few but the gentleman farmers. Most of Newton's successors were ill-qualified to lend the Department prestige and to extend its field of usefulness. The Department also had very limited funds. Then Norman J. Colman became Commissioner of Agriculture in April 1885.

By that time there was widespread agitation both for the founding and support of agricultural experiment stations in the different States by Federal aid and for raising the head of the Department of Agriculture to Cabinet rank. Colman actively supported both movements. In 1887 the experiment station law was passed and in 1889 Colman became the first Secretary of Agriculture from February 13 to March 6, when Jeremiah M. Rusk was appointed by the incoming President Harrison.

At this point the Department began really to gain status and significance. It also began to grow much more rapidly both in size and in service. Because of increasing complexities of the agricultural enterprise, farmers found it more and more necessary to have in Washington a strong, reliable Department to serve them.

In 1884 the Bureau of Animal Industry was founded in response to a special Act of Congress authorizing its establishment to aid in the eradication of animal diseases. In 1888 the Office of Experiment Stations came into existence to undertake the work assigned to the Department in connection with the Hatch or Experiment Station Act. In 1890 the Weather Bureau was transferred to the Department from the War Department when it had existed in the Army Signal Corps since its creation in 1870.

In March 1897 James Wilson became Secretary of Agriculture. He served until March 1913. His administration was outstanding for the development of research and increase in the number of scientists employed by the Department. He indeed enabled the Department to carry out Newton's dictum about two blades of grass growing where one grew before.

In 1901 Wilson formed the Bureaus of Soils, Plant Industry, Forestry, and Chemistry, and in 1904 the Bureau of Entomology. The Office of Public Roads was created in 1905. In 1906 came the Bureau of Biological Survey,



which arose out of work in economic ornithology and mammalogy which began in the Division of Entomology.

Work in many other lines was undertaken, among them agricultural engineering, dairying, irrigation, drainage, marketing, extension work, and agricultural economics and statistics. By 1910 the problem of distributing enhanced agricultural production was already attaining importance.

The growth of the Department during Secretary Wilson's administration, was remarkable. Whereas there were only about two thousand employees in 1897, of whom over 400 were women, the Department had 2,514 employees in Washington alone and 10,190 in the field by the end of Secretary Wilson's term. A regiment of those new hired hands consisted of scientists working in all fields to aid agriculture.

In a sense it may be said those scientists succeeded too well. They enabled farmers to produce so efficiently that market and credit conditions became increasingly unbalanced. New varieties of plants and animals, new methods of protecting them from insects and disease, new techniques of cultivation and soil enrichment flowed from the Department's laboratories.

Various regulatory laws began to be passed and turned over to the Department for enforcement, the meat inspection, the animal quarantine, and the food and drugs acts being examples. When the national forests were turned over to it in 1905, the Department also undertook custodial functions of wide scope. Step by step the will of the people as transmitted through the Congress of the United States made the Department evolve into a large and influential institution.

The term of David F. Houston who followed Wilson was chiefly remarkable for overt entrance of the social sciences into the Department. It is quite true that various studies in the fields of agricultural marketing, credit, and economics generally had been undertaken before Houston's term, but he recognized their importance and so reorganized the Department that they could function effectively.

The Federal Highway, Farm Loan, Grain Standards, Cotton Futures, Warehouse, Migratory Bird Treaty, Packers and Stockyards, and Commodity Exchange Acts were all passed during or soon after Houston's term of office. The original home-demonstration farm project, started by Seaman A. Knapp in the Bureau of Plant Industry, flowered into the Extension Service under the Smith-Lever Act of 1914. The Bureau of Agricultural Economics had its beginnings though it did not assume somewhat its present form until 1923.

Houston reorganized the Department. He set up a States Relations Service, among other things, into which went extension work, the work on human nutrition and home economics, and that with the experiment stations. In 1923 this Service was dissolved and the Office of Experiment Stations, the Extension Service, and the Bureau of Home Economics emerged as independent units. It might be said here that the Bureau of Dairy Industry was established in 1926 largely in response to outside demands.

Returning to Houston, his reports merit careful study. He was a sort of one-man New Deal in agriculture all by himself. Many of the ideas he proposed years ahead were implemented later. Had not the first world war intervened to deflect him from the more orderly processes of peace it seems apparent he

would have acted to prevent the growth of disruptive forces/<sup>which</sup> developed something like two decades later.

This was a dynamic period in the history of the Department. It carried over into the terms of Houston's immediate successors - Meredith, Henry C. Wallace father of the Vice President, and Howard M. Gore. The terms of William M. Jardine and Arthur M. Hyde, which lasted from March 5, 1925, until Henry A. Wallace became Secretary on March 4, 1933, may be regarded as a period of consolidation and Departmental unification.

During the Jardine and Hyde period the Department was welded into a unit by various organizational changes. At the same time the desperate post-war situation of the American farmer was seen clearly, analyzed wisely, and proscribed for in terms that were not to be carried out until after 1933. Study of the annual reports of Jardine and Hyde will enlighten the reader about the many sound diagnoses made and treatments suggested for the great farmer depression, which began soon after our unhealthful agricultural expansion during the first world war, and came to a climax around 1930-32. They clearly stated what should be done but were unable to do it until public opinion was reformulated and crystallized.

The administration of Henry A. Wallace brings us to modern times. It was characterized primarily by creation of the "action" agencies. Originally information in the field of agriculture was collected and kept on tap for the asking. Those who did not ask got little of it. The upper class of more intelligent farmers profited by it. The next step was taken in the administration of Secretary Rusk who appreciated the urgent necessity for publishing the information in popular, usable form, and who first issued press releases and farmers' bulletins.

This gave farmers knowledge about how to produce larger crops with less labor and more certainty. That, in turn, induced more of them to go further into commercial agriculture than ever before and thus to become dependent upon transportation, labor, market, credit, land-value, and equipment factors not wholly within their control. Difficulties arose and the next step was to institute demonstration farms and to take knowledge about agricultural matters to the farmer's home using the Extension Service.

At the same time marketing and credit studies led to legislative acts which improved farm markets and credit facilities. The first world war crammed a generation of progress into a few years, resulted in opening land to cultivation which should never have gone out of grass or pasture, produced a tremendous inflation in farm prices and land values, and led to an inevitable deflation which bankrupted farmers and left them producing food and fiber for the rest of us at a discount. The action agencies tried to make it financially possible for farmers to take advantage of the most up-to-date agricultural knowledge in order to rehabilitate themselves while producing abundance for effective consumer demand.

A brave effort was made on many fronts to right farmer wrongs after 1933, -- insofar as Government agencies in Washington could do the job within the frame of reference set up by public opinion and legislative enactment. No such procedure can be dictatorial in this country, for we proceed by democratic processes. What our Government actually does in any given case



is always the resultant of many conflicting forces. The conflicts must be resolved as best possible and we then proceed to do what we can. We cannot evolve a perfect system in Washington and inflict it on the country, nor would any such system be perfect anyway.

Before we could solve our farm problem or give farmers parity prices, i.e. prices enabling them to get as much manufactured goods for their farm commodities as they did in stated pre-first-world-war years, a second world war descended on us. Claude R. Wickard became Secretary September 5, 1940. The National Defense Program got under way. The Secretary quickly saw its significance in raising consumer income and immediately began to preach greater hog production and more marketing of beef in 1941.

Early in that year, as you doubtless know, the British suddenly called upon us for sufficient concentrated protein foods to supply one-fourth of their population. If they did not get this food they faced malnutrition, lowered morale, and disaster. The Lend-Lease Act was passed. The Food For Freedom program promptly got under way. Our farm plant underwent inventory and production goals were set up, marks at which farmers were asked to shoot in order to produce what we ourselves and our potential allies needed.

War followed in December 1941, the goals were reassayed and reannounced, with marked emphasis on oil crops and other wartime needs, in January 1942. These goals were achieved in a year of record production for all time. Other goals set up in 1942 were achieved in 1943. There is no need to dwell on these matters as they are all of recent occurrence.

Finally, we should consider Departmental reorganization in recent years. During the period immediately following 1933 many new agencies were created. Some, like the Agricultural Adjustment Agency were immediately part of the Department. Others, like Commodity Credit Corporation, Farm Credit Administration, Farm Security Administration, Rural Electrification Administration, and Soil Conservation Service began life elsewhere and came into the Department later. Also between 1938 and 1940 four agencies which had long been part of the Department were transferred elsewhere: The Bureau of Public Roads, the Food and Drug Administration, the Bureau of Biological Survey, and the Weather Bureau.

On December 13, 1941, there was announced a major reorganization of the Department to streamline it for the war effort. This reorganization was validated by Executive Order February 23, 1942.

It was at that time that the scientific bureaus were consolidated into the Agricultural Research Administration. The Agricultural Adjustment Agency, the Soil Conservation Service, the Federal Crop Insurance Corporation, and the Sugar Division went into the Agricultural Conservation and Adjustment Administration, while the activities of the Surplus Marketing Administration, the Commodity Exchange Administration, most of the Agricultural Marketing Service, and the Consumers' Counsel Division of the Agricultural Adjustment Agency were combined in the Agricultural Marketing Administration.

The Commodity Credit Corporation, the Farm Security Administration, the Forest Service, the Farm Credit Administration, the Rural Electrification

Administration, and the staff agencies remained unaffected by this reorganization. In June 1942, the Foods Requirements Committee, since abolished, and the Combined Food Board were set up, the latter with the Secretary of Agriculture as United States representative.

The Executive Order of December 5, 1942, which delegated to the Secretary of Agriculture full responsibility for our entire national wartime food program, made necessary a further departmental reorganization. So, on December 10, the Food Production Administration and the Food Distribution Administration were established. The status of the Agricultural Research Administration, the Commodity Credit Corporation, the Forest Service, and the Rural Electrification Administration remained unchanged. Again the staff agencies were not involved.

At this time there was also a transfer of personnel to the Department from both the War Production Board and the Office of Civilian Supply. This transfer rounded out the two new big Administrations.

The following departmental agencies were consolidated into the Food Production Administration: The Agricultural Conservation and Adjustment Administration (except the Sugar Agency), the Farm Credit Administration, the Farm Security Administration, that part of the Bureau of Agricultural Economics concerned primarily with planning current production, that part of the Office for Agricultural War Relations concerned primarily with food production, and the Office of Land Use Coordination.

Consolidated into the Food Distribution Administration were: The Agricultural Marketing Administration, the Sugar Agency, certain of the regulatory activities of the Bureau of Animal Industry, and that part of the Office for Agricultural War Relations concerned primarily with food distribution. This essentially marked the end of the last-named Office which had been created in response to a letter from the President dated May 5, 1941, and was originally named the Office for Agricultural Defense Relations.

In the December 10 reorganization the existing Agricultural War Board was renamed the Departmental War Board and its eight members were then: Director of Food Production, Director of Food Distribution, Agricultural Research Administrator, President of the Commodity Credit Corporation, Director of the Extension Service, Chief of the Forest Service, the Rural Electrification Administrator, and the Chief of the Bureau of Agricultural Economics.

The original Food Advisory Committee was named by the Secretary on December 19, 1942, again under authority of the President's Executive Order of December 5. The Secretary was chairman of this committee and the other members, aside from the President of the Commodity Credit Corporation and the Agricultural Research Administrator, who were appointed later, were representatives of the War Department, the Navy Department, the Board of Economic Warfare, the War Production Board, the Department of the Interior, the Lend-Lease Administrator, the Food Production Director, and the Food Distribution Director. It was at this time that the Foods Requirements Committee was abolished.

On January 22, 1943, there was announced the appointment of a Committee on Foreign Purchase and Importation composed of the Director of Food Production,



the Director of Food Distribution, the Administrator of Agricultural Research, the President of the Commodity Credit Corporation, and the Director of the Office of Foreign Agricultural Relations, with the President of the Commodity Credit Corporation as chairman.

There was established at the same time a Committee on Domestic Transportation of which the Director or Acting Director of Food Production was appointed chairman. Other members were the Director of Food Distribution, the President of the Commodity Credit Corporation, the Chief of the Forest Service, and such other agency heads as the Secretary might later designate.

On February 7, 1943, cooperative arrangements were announced whereby the basic food research required by the Army Quartermaster Corps and the Navy Bureau of Supplies and Accounts would be conducted by the Agricultural Research Administration. Two consulting committees were appointed at this time to advise and collaborate. One of these was composed of outstanding nutrition experts and the other of research personnel representing the food-processing industry.

An inter-agency Food Procurement Committee, composed of representatives of the principal Government agencies buying food for war purposes, was created on February 9, 1943. The Director of Food Distribution was chairman and other members represented the Quartermaster General of the War Department, the Bureau of Supplies and Accounts of the Navy Department, the Marine Corps, the Veteran's Administration, the War Production Board, the Board of Economic Warfare, the Office of Price Administration, and the Commodity Credit Corporation.

The Nutrition Division of the Office of Defense Health and Welfare Service was transferred to the Food Distribution Administration by Executive Order, effective March 24, 1943.

So far, it will be seen that the tie-in between the new and the old line agencies was largely through committees and by direct contact through the Secretary. The next step thereafter was the establishment of the War Food Administration pursuant to the Executive Order of March 26 which was slightly modified, clarified, and amended by an additional order issued April 19.

At this time the President consolidated into one unit the Food Production Administration (except the Farm Credit Administration, which again became a line agency of the Department), the Food Distribution Administration, the Commodity Credit Corporation, and the Extension Service of the Department of Agriculture into what was first called a Food Production and Distribution Administration, but was renamed the War Food Administration after April 19. In this combination the legal status of the Extension Service and its cooperative work with the States, remained unaffected.

What we have here is essentially a wartime emergency measure by which the line agencies of the Department of Agriculture have been grouped into two administrative units, each headed by an official appointed by and directly responsible to the President. One is the Secretary of Agriculture and the other the War Food Administrator. The former remains in charge of the Agricultural Research Administration, the Farm Credit Administration, the Rural Electrification Administration, and the Forest Service. The latter heads the War Food Administration. The Department's staff agencies serve both the

Administration and the Department as called upon, the same identical agencies servicing both. These units are:

The Bureau of Agricultural Economics, the Office of Budget and Finance, the Office of Foreign Agricultural Relations, the Office of Information, the Library, the Office of Personnel, the Office of the Solicitor, and the Office of Plant and Operations. The Office of Land Use Coordination was abolished January 1, 1944, and the Land Use Coordinator entered the Office of the Secretary.

The immediate staff of the War Food Administration has remained small. The War Services Branch of the Food Production Administration was transferred to the Office of the War Food Administrator on May 27, 1943. An Office of Labor was established June 23, 1943, which took over entire responsibility for carrying out all farm labor, wage-stabilization, and manpower programs. An Office of Materials and Facilities was set up to direct supply activities in this field, on May 10. An Office of Transportation to coordinate the transportation work of the various agencies in WFA was set up on May 17 and on December 1 it ceased to be a program and became a staff agency. An Office of War Board Services, a liaison office for the boards was created on August 25, 1943 but was discontinued December 30, 1943.

The National War Board was created September 1 with the following as members: Chairman, the Director of the Office of War Board Services; Chief of the Agricultural Adjustment Agency, Chief of the Bureau of Agricultural Economics, President of the Commodity Credit Corporation, Director of Extension Work, Governor of the Farm Credit Administration, Director of Food Distribution, Chief of the Forest Service, Director of Information, Administrator of the Rural Electrification Administration, Chief of the Soil Conservation Service, and the Solicitor. The Chairman of the National War Board now performs the functions of the former Office of War Board Services.

Executive Order 9385, of October 6, 1943, transferred the functions of the War Food Administration and the Commodity Credit Corporation with respect to the procurement and development of food, food machinery, and other food facilities in foreign countries, to the Foreign Economic Administration.

On October 23 the Administrative Council was reconstituted with the following members: Assistant to the Secretary, Assistant to the War Food Administrator, the Director of Finance and Budget Officer, Director of Personnel, Director of Information, the Solicitor, Chief of the Office of Plant and Operations, and the Land Use Coordinator.

Executive Order 9334 was amended October 29 and the Combined Food Board was reconstituted with the War Food Administrator as United States representative, a Canadian in addition to the British member, and the Secretary of Agriculture as neutral chairman. At the same time both the Food Advisory Committee and the Inter-Agency Allocations Committee were abolished. Their functions were combined and transferred to a newly created Food Requirements and Allocations Committee of the War Food Administration.

The Chairman of this Committee, and personal representative and Deputy of the War Food Administrator both thereon and on the Combined Food Board, is the Director of Food Distribution. The other members of the committee are representatives of the War Department, the Navy Department, the Office of Foreign



Economic Administration, the War Shipping Administration, the Civilian Food Branch of the Office of Distribution and the Office of Production. Administrator's Memorandum No. 30 of October 28, 1943 validated these changes.

On January 21, 1944, the Food Distribution Administration and the Food Production Administration were renamed the Office of Distribution and the Office of Production, respectively. An Office of Price was also established to supervise functions relating to the approval of maximum prices of, and price-support program for, agricultural commodities. At this time the Agricultural Adjustment Agency, the Farm Security Administration, and the Soil Conservation Service, became independent agencies in the War Food Administration.

On October 26, 1944 there was established a new WFA staff unit, the Office of Surplus Property and Reconversion, to supervise and coordinate the functions of its various agencies in surplus property disposal, reconversion, and contract settlement. On November 10, 1944, a Director of Water Utilization was appointed in the office of the War Food Administrator to exercise general supervision over and to coordinate the functions and responsibilities of WFA agencies in the field of water development, use, and disposal. The Director works closely with the Land Use Coordinator in the Office of the Secretary.

Administrator's Memorandum No. 27, Revision 1, December 13, 1944, as amended January 5, 1945, ushered in a major reorganization of the War Food Administration. The Office of Distribution and the Office of Production were abolished. Most of the remaining work of the latter went to the Agricultural Adjustment Agency, a little to Soil Conservation Service. The Federal Crop Insurance Corporation, which had reported administratively to the Director of Production, became an independent program agency of WFA.

In a sense the Office of Distribution was torn functionally in twain. To a new Office of Marketing Services went the ordinary peacetime activities of the former Office of Distribution, those concerned with regulatory, inspection, and service statutes, compliance activities, civilian food requirements, as well as maximum price and rationing regulations, and much work concerned with War Food Order programs.

A new Office of Supply was created to handle matters relating to requirement and allocations control, program liaison, procurement and price support, shipping and storage, plant facilities and financing, the requisitioning of food and acquisition of property, the administration of five War Food Orders, and subsidy operations. A new Office of Basic Commodities was created which took over the functions of the Cotton, Grain, General Crops, Hemp, Oilseeds, and Sugar Divisions of the Commodity Credit Corporation.

But, by the amendment of January 5, mentioned above, the last two mentioned new offices became part of the Commodity Credit Corporation, each being administered by a vice president thereof. Under the vice president in charge of activities at first assigned the Director of Supply were also placed the school lunch and direct distribution programs originally placed in the Office of Marketing Services. All these changes became effective January 1, 1945.

War Food Administrator's Memorandum No. 27, Revision 1, Supplement 4, established the Office of Investigatory Services both to administer the Commodity Exchange Act and to develop information and means to facilitate the prevention of speculation, profiteering, fraud, and violations in all phases of WFA food programs. OIS was established as of March 23, 1945.

The following agencies then, are responsible to the Secretary of Agriculture: Agricultural Research Administration, Forest Service, Rural Electrification Administration, and Farm Credit Administration. The Land Use Coordinator is in the Office of the Secretary.

The War Food Administration now has in it the following staff agencies of its own: Office of Investigatory Services, Office of Price, Office of Surplus Property and Reconversion, Office of Transportation, Office of Water Utilization, and the National War Board.

The following units function as independent program agencies within the War Food Administration: Agricultural Adjustment Agency, Commodity Credit Corporation, Extension Service, Farm Security Administration, Federal Crop Insurance Corporation, Office of Labor, Office of Marketing Services, Office of Materials and Facilities, and Soil Conservation Service.

The Department of Agriculture and the War Food Administration are closely integrated not only by the fact that the Under Secretary of Agriculture is also First Assistant War Food Administrator, but by the authority the Secretary and the Administrator have to exercise any and all powers vested in the other, by statute or otherwise, to the extent that is necessary to enable them to perform their respective duties and functions. Exercise of any such power by either of them is legally authorized and not subject to challenge by any third party affected thereby. Mutual services by the staff offices and the constitution and functions of various committees act as further tie-ins and lines of coordination.

Is the present situation unique and wholly unprecedented? Hardly. When the Bureau of Animal Industry was created with bureau status in 1884, it was placed in a Department which had but bureau status itself. That came out all right. The head of the Weather Bureau, which came to the Department in 1890, was always a Presidential appointee. When the United States Food Administration was created during World War I, some wondered just what this portended for the Department's future and the same kind of thoughts arose when the Farm Board was set up in 1929. Again, there were those who feared the Agricultural Adjustment Administration and other "action" agencies might swallow the Department whole.

None of these things actually happened. The Department survived. Today, if it looks as if we had a rather peculiar set-up with the War Food Administration and the Department each in a way autonomous, we might remember words written by William Penn many years ago when he observed:

"When all is said, there is hardly any form of government so ill-designed by its founders that in good hands it will not do well enough; and history tells us the best, in ill ones, can do nothing that is great and good." Men of intelligence and good-will make governmental institutions work efficiently. Differences are ironed out and progress is achieved. That is where we are today. But tomorrow is always another day.



Office of Information  
Mr. Harding, 4842  
Miss Arnold, 4875

U. S. DEPARTMENT OF AGRICULTURE

No. 4

Revised May 1, 1945  
A USDA Document

CONDENSED HISTORY OF THE U. S. DEPARTMENT OF AGRICULTURE

(This material was prepared for a lecture which was delivered by T. Swann Harding before various USDA Clubs of Department employees in various cities.)

Had you come into the Department on the day it was founded you would have needed very little orientation. You could have become acquainted with everybody very easily. By the time you had shaken hands with the new Commissioner and his eight or ten assistants and aides you would have met all the Government employees who worked in the field of agriculture. Today you would tire yourself out trying to shake hands with our 60,000 employees, even if you didn't also have to run all over the United States to do it. But great oaks from little acorns grow, and it is quite proper to say that the present Department of Agriculture grew from mere seed.

The seed were those of plants of economic value to American farmers. Both plants and seed were distributed to facilitate the propagation in this new and rapidly expanding country of crops brought from afar but that could be adapted here. Plant exploration and importation were the earliest form of agricultural activity in which our Government engaged, the gathering and dissemination of agricultural statistics being second.

In early days there was scant need for a Department of Agriculture, and we had none. We had a vast wilderness of land, rivers, and forests to open to settlement and cultivation. When land wore out in one place it was always possible to move on to even richer and more productive land somewhere else. Agriculture was a way of living, not a way of making a living. Methods of transportation; food processing and preservation and commercial marketing were all largely in the future. Farmers aimed to be self-subsistent. They depended upon others than themselves for very little.

But even in those days, in fact even in Colonial times, far-sighted individuals later to be known as Founding Fathers--Franklin and Jefferson among them, interested themselves when abroad in sending back to this country seeds, cuttings, and specimens of plants and trees which they thought might turn out to be valuable here agriculturally. George Washington also as early as 1794 was a member of the British Agricultural Board and he long corresponded with Sir John Sinclair, its founder and president.

In 1796, George Washington recommended to Congress that funds be provided for the promotion of agriculture. As our young Nation got under way and established a Department of State it became natural for consular officers to aid in the seed work. The Navy was also called upon to bring back plants and seeds. Gradually the habit arose of depositing these in the Patent Office, which was the nearest thing to a scientific agency in the young Government, and which formed part of the Department of State until 1849.

This brings us rather abruptly to Blodgett's Hotel. It once stood in downtown Washington at 7th and F Sts., N.W. It resulted from a movement started in 1795 to give Washington a decent hotel--an achievement not yet accomplished, according to some. Both its site and its architecture were the result of lotteries. The site once formed part of the farm of John Orr which, before that time, extended from 7th and F Sts., N.W., as far out as the Public Library at 7th and K. The fishing was excellent at 14th and K in those days, and for some years thereafter.

When completed, Blodgett's Hotel occupied only part of its lot. It did not even fill the entire E Street side of the square. Within it was a theatre in which the first Washington theatrical performance was staged. At this time the entire Federal Government was crowded into a single 25-room building. You probably know what happened next without being told. The crowding became intolerable and in 1810 Blodgett's Hotel was purchased to relieve the congestion. Thereupon the Post Office Department, the City Post Office, and the Patent Office, were moved into it.

Dr. Thornton was then Commissioner of Patents. As late as 1822 he received only \$1,500 a year, his clerk \$1,000, his messenger \$250, and that was his entire staff. Patents were merely registered without required proof of priority, but the President himself and members of his Cabinet did not pass upon them as had been the case in earlier days. Blodgett's Hotel narrowly escaped destruction by fire in 1814, when Washington was invaded, but Dr. Thornton's eloquence prevailed upon Col. Jones, leader of a British conflagration squad, to spare it because of the cultural value of the Patent Office's collection on the top floor.

This was a shrewd maneuver which enabled us to burn the place down for ourselves. Before that happened Henry L. Ellsworth, son of the distinguished third Chief Justice of the Supreme Court, and himself a man of notable intellectual and agricultural attainments, became Commissioner of Patents. On December 15, 1836, 6 months after a new patent law went into effect which brought order out of chaos, Blodgett's Hotel caught fire. Ineffectual efforts of the staff to save it delayed arrival of professional fire fighters. The fire got beyond control. The records and models, including those of Robert Fulton's Clermont, went up in flames.

Conditions in Washington about this time may be surmised from the following item in a local paper dated April 21, 1836: "The ill-fated man who was thrown down by a hog opposite the General Post Office on Thursday, as mentioned in our last, died on Saturday from the severe injury he sustained, his skull being fractured by that infamous incident." Obviously the Department of Agriculture was even then trying to make its way into the Government on four legs and disguised as a pig!

Commissioner Ellsworth took unusual interest in agricultural patents and statistics, and in the collection and dissemination of plants and seeds of economic value. For a considerable time he carried on without specific authorization by the Congress, simply because so many farm people desired the services he offered. This apparently aroused some Congressional suspicion for Chairman Fletcher of the Committee on Patents wrote Ellsworth in late 1838 asking what he was up to anyway. His reply, dated January 22, 1839, was so well made that the Congress gave him permission to spend \$1,000 of the incoming funds of the Patent Office, which has always been self-supporting, on agricultural matters. This sum was expected to last some years, and it did!

As early as that new varieties of seed had helped the corn growers and new varieties of wheat had extended the area in which that grain could be grown in this country. Ellsworth felt that extension of such work could



easily improve the income of American farmers by fifteen or twenty million dollars annually. He also observed that a new era of labor-saving machinery was at hand for, though we are prone to forget it, technology was already effecting great changes in American agriculture and portended still more to come.

Ellsworth finally argued that some place in Washington should be designated as the repository of plants and seeds collected abroad. It should have facilities to get these from the ports where the Navy often left them to dry out or rot. Being a good bureaucrat he naturally nominated the Patent Office as the place of collection and distribution. In his annual report for 1840 he announced the expenditure of \$451.58 on the collection and distribution of agricultural seeds and statistics, and observed that 30,000 packages of seed had been distributed during that year.

Ellsworth wrote exceedingly interesting reports. In fact John Quincy Adams once half querulously complained that the Patent Office reports proved so interesting to him as to absorb him. On one occasion he even forgot his appointments for this cause. Popular interest in the reports moved the Congress to print 25,000 of them for distribution.

Of course various agricultural societies already existed. They necessarily exerted pressure on Government for aid to farmers. The House of Representatives established an agricultural committee as early as 1820 and the Senate in 1825. In 1828, the Congress authorized publication of a manual, prepared at its direction by Secretary of the Treasury Benjamin Rush, on the growth and manufacture of silk. In the same year it directed that Count Von Hassi's Treatise on the Rearing of Silk-Worms be printed as a document.

In 1830, the House authorized the Secretary of the Treasury to finance a project for the cultivation of sugarcane and the manufacture and refinement of sugar. The investigations were conducted by Prof. Benjamin Silliman of Yale. The results appeared in 1833. Thus Congress itself initiated the first piece of agricultural research authorized by Government and issued the first agricultural bulletins.

Before Blodgett's Hotel burned, the Congress had appropriated money to build a new Patent Office. This structure still stands and is now occupied by the Civil Service Commission. The F Street side of it was completed in 1840, but Commissioner Ellsworth, as he complained in his annual report, was delayed in gaining occupancy because the building had to serve as temporary quarters of a new institution founded by an Englishman named Smithsonian. He did get a foothold in the building, however, and by 1844 had his entire Office there, and the Smithsonian Institution outside. He then said it would serve the purpose for many years. Four years later the building was overcrowded, an east side was added by 1852, a west side by 1856, and the G Street side by 1867.

In 1849 the Department of the Interior was created with Thomas Ewing as its first Secretary. He established himself in a single room of the Patent Office building. Shortly thereafter he and his Department had crowded everything else out of the place. The Patent Office formed part of his new Department and it spilled over across the street into the old building now occupied by the United States Tariff Commission, the south wing of which actually stands upon the former site of Blodgett's Hotel. It was started in 1839, completed

in 1866, and housed the Post Office Department and the City Post Office.

Henry Adams in his Education of Henry Adams, wrote that, in 1850, "The white marble columns and fronts of the Post Office and the Patent Office faced each other, like white Greek temples in the abandoned gravel pits of a deserted Syrian city." They still stand there facing one another, though the gravel pits are gone and the city is too far from deserted to suit newcomers.

Though some Commissioners of Patents who followed Ellsworth were by no means so well equipped agriculturally and by experience as he was, agricultural work continued to grow in the Patent Office. About 1850 a "practical and scientific agriculturist" was hired to write an annual report on agricultural matters which filled a fair-sized book each year. Ultimately a botanist and an entomologist came to be employed part-time, while the meteorological reports of the Smithsonian Institution found a place in the annual agricultural volume. Meanwhile, as agriculture became commercialized, food processing advanced, and transportation improved, the farmer's problems became more complex.

Then Patent Office agricultural aid began to prove insufficient. Agitation for better service of Government to agriculture increased both among farm organizations of the day and individuals. Several things were desired and they tied together. One was a law authorizing equitable distribution of public lands; another was aid to agricultural education; a third was a Federal Government agency to serve farmers. In 1852 the United States Agricultural Society was formed. It was primarily a pressure group or lobby to direct official interest to the agricultural needs of the time. Many of its members were prominent and the society insisted that a national Department of Agriculture be established. When it was the society dissolved.

There was delay, of course. That was because members of Congress from the South were suspicious of Federal aid to the States. During Buchanan's Administration, a bill to endow the States with public land enough to enable them to set up agricultural colleges was vetoed because Buchanan also did not think the Federal Government had any right to extend State aid in this way. But during Lincoln's Administration the Southern delegation to Congress mysteriously vanished.

In his annual report for 1861, Caleb B. Smith, Secretary of the Interior, rather perfunctorily suggested that a Bureau of Agriculture and Statistics be founded. Lincoln repeated this suggestion almost verbatim in his message to Congress of December 2, 1861. He sandwiched the recommendation in off-handedly and casually. But Congress took action and, after some rather diffident debate as to whether a Cabinet officer should head the new Department, it voted an agency with an anomalous bureau status supervised by a Commissioner, and the act founding the Department was signed May 15, 1862.

The Homestead Act, which made provision for the apportionment of freehold farms of 160 acres each from the public domain, to all citizens who would make homes on them and till them for 5 years, followed 5 days later. On July 2, 1862, the Land-Grant College Act became law, endowing the agricultural colleges with 11,000,000 acres - about the area of Vermont - which the States were authorized to sell, using the proceeds to set up the schools.



It cannot be said that the Department's founding resulted from any deep conviction on Lincoln's part nor did anyone at that time think out or formulate any well-planned program for the Department to follow. Lincoln did not think of himself as a farmer and had little agrarian interest. The Department's beginning was almost casual. Since the Patent Office by now had an agricultural division, it was natural that the head of this should become the first Commissioner of Agriculture, and so he did. The Department was organized in two basement rooms of the Patent Office Building.

The first Commissioner was Isaac Newton, a Pennsylvanian of Quaker stock. He had been manager of two model farms not very far from Philadelphia and had won himself quite a reputation. He was also a local politician of some note. He operated a confectionery and creamery in Philadelphia from which, among other things, he shipped butter to the White House. Just before the Civil War he purchased a farm in Virginia, but his wife refused to move there, so he tried to manage it by remote control through a brother. The Civil War bankrupted the enterprise and, since Newton was out of a job, his friends suggested that he try to get on the Government payroll.

Newton did just that. He moved to Washington, met the right people, and soon became both a friend of Lincoln and head of the agricultural work in the Patent Office. Naturally Lincoln made him head of the new Department of Agriculture. During part of the Civil War Newton was in residence at the White House to supervise the food eaten by the President and guard it against poisoning. While there he became a friend and confidant of Mrs. Lincoln who not only shared with him her lavish and frequent troubles but sought his aid in paying department store bills she imprudently ran up. This he did either by settling them out of his own pocket and letting her pay him back in installments, if they were not too large, or by interceding for her with Lincoln which required considerable tact and diplomacy.

It is difficult to assay Newton at this late date. He had loyal friends and venomous enemies. Some extolled his learning and his wisdom; others insisted he was all but illiterate and so incompetent that he could not satisfactorily perform his duties. Farm journals in general paid little attention to the Department and newspapers practically none, but Newton was often attacked in print and speech.

True, when Newton was accused of wasting Government funds, one farm editor vigorously denied this and then went on to say that even if the charge were true he thanked God farmers had at last got near enough that "great public crib at Washington" to waste a pittance. He continued: "I care not, in this view of the case, if they have spent all the money in distributing dead rats and Canadian Thistles."

But Lincoln stolidly disregarded adverse criticism of his friend Newton, though Newton actually was to have been dismissed by President Johnson for incompetence, but was saved by an unhappy accident. As he sat in his office one warm summer day in 1866 he heard an approaching thunderstorm. He remembered certain wheat samples that had been cut but not stored on the Department's experiment grounds over on the site of the Department's present buildings. He clapped on his silk hat and rushed over two miles to supervise the saving of these samples. He stood there, doubtless in a frock coat, and oversaw the job. The Washington July sun did the rest. For Newton suffered sunstroke and, though he lingered almost a year, he was never much good after that.

Newton's primary aim was to make two blades of grass grow where one grew before. He appointed a botanist, an entomologist, a chemist, and a statistician. He sought to carry out the aims of the organic act founding the Department, and that law was as broad in scope as all outdoors. He sought to collect, arrange, and publish valuable agricultural information; ~~to collect~~ and introduce valuable seeds, plants, and animals; to promote chemistry, botany, and entomology; and to establish a Library and a Museum.

Newton wrote his reports in a flowing somewhat pedantic style with a wealth of classical allusions. The propagating garden was established and the 40-acre tract between 12th and 14th Streets, S.W., B. St., and the Canal, called Reservation No. 2, was finally wrested from the Army, which long kept cattle on it, and turned to use as an experiment farm.

By 1868 the Department of Agriculture had a building of its own, the old Red Brick Building you will hear oldsters talk about. It cost \$140,420, including furniture and equipment. The Department had less than 50 employees in January of that year.

The work continued, tending to attract the attention of few but the gentleman farmers. Most of Newton's successors were ill-qualified to lend the Department prestige and to extend its field of usefulness. The Department also had very limited funds. Then Norman J. Colman became Commissioner of Agriculture in April 1885.

By that time there was widespread agitation both for the founding and support of agricultural experiment stations in the different States by Federal aid and for raising the head of the Department of Agriculture to Cabinet rank. Colman actively supported both movements. In 1887 the experiment station law was passed and in 1889 Colman became the first Secretary of Agriculture from February 13 to March 6, when Jeremiah M. Rusk was appointed by the incoming President Harrison.

At this point the Department began really to gain status and significance. It also began to grow much more rapidly both in size and in service. Because of increasing complexities of the agricultural enterprise, farmers found it more and more necessary to have in Washington a strong, reliable Department to serve them.

In 1884 the Bureau of Animal Industry was founded in response to a special Act of Congress authorizing its establishment to aid in the eradication of animal diseases. In 1888 the Office of Experiment Stations came into existence to undertake the work assigned to the Department in connection with the Hatch or Experiment Station Act. In 1890 the Weather Bureau was transferred to the Department from the War Department when it had existed in the Army Signal Corps since its creation in 1870.

In March 1897 James Wilson became Secretary of Agriculture. He served until March 1913. His administration was outstanding for the development of research and increase in the number of scientists employed by the Department. He indeed enabled the Department to carry out Newton's dictum about two blades of grass growing where one grew before.

In 1901 Wilson formed the Bureaus of Soils, Plant Industry, Forestry, and Chemistry, and in 1904 the Bureau of Entomology. The Office of Public Roads was created in 1905. In 1906 came the Bureau of Biological Survey,



which arose out of work in economic ornithology and mammalogy which began in the Division of Entomology.

Work in many other lines was undertaken, among them agricultural engineering, dairying, irrigation, drainage, marketing, extension work, and agricultural economics and statistics. By 1910 the problem of distributing enhanced agricultural production was already attaining importance.

The growth of the Department during Secretary Wilson's administration, was remarkable. Whereas there were only about two thousand employees in 1897, of whom over 400 were women, the Department had 2,514 employees in Washington alone and 10,190 in the field by the end of Secretary Wilson's term. A regiment of those new hired hands consisted of scientists working in all fields to aid agriculture.

In a sense it may be said those scientists succeeded too well. They enable farmers to produce so efficiently that market and credit conditions became increasingly unbalanced. New varieties of plants and animals, new methods of protecting them from insects and disease, new techniques of cultivation and soil enrichment flowed from the Department's laboratories.

Various regulatory laws began to be passed and turned over to the Department for enforcement, the meat inspection, the animal quarantine, and the food and drugs acts being examples. When the national forests were turned over to it in 1905, the Department also undertook custodial functions of wide scope. Step by step the will of the people as transmitted through the Congress of the United States made the Department evolve into a large and influential institution.

The term of David F. Houston who followed Wilson was chiefly remarkable for overt entrance of the social sciences into the Department. It is quite true that various studies in the fields of agricultural marketing, credit, and economics generally had been undertaken before Houston's term, but he recognized their importance and so reorganized the Department that they could function effectively.

The Federal Highway, Farm Loan, Grain Standards, Cotton Futures, Warehouse, Migratory Bird Treaty, Packers and Stockyards, and Commodity Exchange Acts were all passed during or soon after Houston's term of office. The original home-demonstration farm project, started by Seaman A. Knapp in the Bureau of Plant Industry, flowered into the Extension Service under the Smith-Lever Act of 1914. The Bureau of Agricultural Economics had its beginnings though it did not assume somewhat its present form until 1923.

Houston reorganized the Department. He set up a States Relations Service, among other things, into which went extension work, the work on human nutrition and home economics, and that with the experiment stations. In 1923 this Service was dissolved and the Office of Experiment Stations, the Extension Service, and the Bureau of Home Economics emerged as independent units. It might be said here that the Bureau of Dairy Industry was established in 1926 largely in response to outside demands.

Returning to Houston, his reports merit careful study. He was a sort of one-man New Deal in agriculture all by himself. Many of the ideas he proposed years ahead were implemented later. Had not the first world war intervened to deflect him from the more orderly processes of peace it seems apparent he

would have acted to prevent the growth of disruptive forces/which developed something like two decades later.

This was a dynamic period in the history of the Department. It carried over into the terms of Houston's immediate successors - Meredith, Henry C. Wallace father of the <sup>former</sup> Vice President, and Howard M. Gore. The terms of William M. Jardine and Arthur M. Hyde, which lasted from March 5, 1925, until Henry A. Wallace became Secretary on March 4, 1933, may be regarded as a period of consolidation and Departmental unification.

During the Jardine and Hyde period the Department was welded into a unit by various organizational changes. At the same time the desperate post-war situation of the American farmer was seen clearly, analyzed wisely, and prescribed for in terms that were not to be carried out until after 1933. Study of the annual reports of Jardine and Hyde will enlighten the reader about the many sound diagnoses made and treatments suggested for the great farmer depression, which began soon after our unhealthy agricultural expansion during the first world war, and came to a climax around 1930-32. They clearly stated what should be done but were unable to do it until public opinion was reformulated and crystallized.

The administration of Henry A. Wallace brings us to modern times. It was characterized primarily by creation of the "action" agencies. Originally information in the field of agriculture was collected and kept on tap for the asking. Those who did not ask got little of it. The upper class of more intelligent farmers profited by it. The next step was taken in the administration of Secretary Rusk who appreciated the urgent necessity for publishing the information in popular, usable form, and who first issued press releases and farmers' bulletins.

This gave farmers knowledge about how to produce larger crops with less labor and more certainty. That, in turn, induced more of them to go further into commercial agriculture than ever before and thus to become dependent upon transportation, labor, market, credit, land-value, and equipment factors, wholly within their control. Difficulties arose and the next step was to institute demonstration farms and to take knowledge about agricultural matters to the farmer's home using the Extension Service.

At the same time marketing and credit studies led to legislative acts which improved farm markets and credit facilities. The first world war crammed a generation of progress into a few years, resulted in opening land to cultivation which should never have gone out of grass or pasture, produced a tremendous inflation in farm prices and land values, and led to an inevitable deflation which bankrupted farmers and left them producing food and fiber for the rest of us at a discount. The action agencies tried to make it financially possible for farmers to take advantage of the most up-to-date agricultural knowledge in order to rehabilitate themselves while producing abundance for effective consumer demand.

A brave effort was made on many fronts to right farmer wrongs after 1933, -- insofar as Government agencies in Washington could do the job within the frame of reference set up by public opinion and legislative enactment. No such procedure can be dictatorial in this country, for we proceed by democratic processes. What our Government actually does in any given case



is always the resultant of many conflicting forces. The conflicts must be resolved as best possible and we then proceed to do what we can. We cannot evolve a perfect system in Washington and inflict it on the country, nor would any such system be perfect anyway.

Before we could solve our farm problem or give farmers parity prices, i.e. prices enabling them to get as much manufactured goods for their farm commodities as they did in stated pre-first-world-war years, a second world war descended on us. Claudio R. Wickard became Secretary September 5, 1940. The National Defense Program got under way. The Secretary quickly saw its significance in raising consumer income and immediately began to preach greater hog production and more marketing of beef in 1941.

Early in that year, as you doubtless know, the British suddenly called upon us for sufficient concentrated protein foods to supply one-fourth of their population. If they did not get this food they faced malnutrition, lowered morale, and disaster. The Lend-Lease Act was passed. The Food For Freedom program promptly got under way. Our farm plant underwent inventory and production goals were set up, marks at which farmers were asked to shoot in order to produce what we ourselves and our potential allies needed.

War followed in December 1941, the goals were reassayed and reannounced, with marked emphasis on oil crops and other wartime needs, in January 1942. These goals were achieved in a year of record production for all time. Other goals set up in 1942 were achieved in 1943. There is no need to dwell on these matters as they are all of recent occurrence.

Finally, we should consider Departmental reorganization in recent years. During the period immediately following 1933 many new agencies were created. Some, like the Agricultural Adjustment Agency were immediately part of the Department. Others, like Commodity Credit Corporation, Farm Credit Administration, Farm Security Administration, Rural Electrification Administration, and Soil Conservation Service began life elsewhere and came into the Department later. Also between 1938 and 1940 four agencies which had long been part of the Department were transferred elsewhere: The Bureau of Public Roads, the Food and Drug Administration, the Bureau of Biological Survey, and the Weather Bureau.

On December 13, 1941, there was announced a major reorganization of the Department to streamline it for the war effort. This reorganization was validated by Executive Order February 23, 1942.

It was at that time that the scientific bureaus were consolidated into the Agricultural Research Administration. The Agricultural Adjustment Agency, the Soil Conservation Service, the Federal Crop Insurance Corporation, and the Sugar Division went into the Agricultural Conservation and Adjustment Administration, while the activities of the Surplus Marketing Administration, the Commodity Exchange Administration, most of the Agricultural Marketing Service, and the Consumers' Counsel Division of the Agricultural Adjustment Agency were combined in the Agricultural Marketing Administration.

The Commodity Credit Corporation, the Farm Security Administration, the Forest Service, the Farm Credit Administration, the Rural Electrification

Administration, and the staff agencies remained unaffected by this reorganization. In June 1942, the Foods Requirements Committee, since abolished, and the Combined Food Board were set up, the latter with the Secretary of Agriculture as United States representative.

The Executive Order of December 5, 1942, which delegated to the Secretary of Agriculture full responsibility for our entire national wartime food program, made necessary a further departmental reorganization. So, on December 10, the Food Production Administration and the Food Distribution Administration were established. The status of the Agricultural Research Administration, the Commodity Credit Corporation, the Forest Service, and the Rural Electrification Administration remained unchanged. Again the staff agencies were not involved.

At this time there was also a transfer of personnel to the Department from both the War Production Board and the Office of Civilian Supply. This transfer rounded out the two new big Administrations.

The following departmental agencies were consolidated into the Food Production Administration: The Agricultural Conservation and Adjustment Administration (except the Sugar Agency), the Farm Credit Administration, the Farm Security Administration, that part of the Bureau of Agricultural Economics concerned primarily with planning current production, that part of the Office for Agricultural War Relations concerned primarily with food production, and the Office of Land Use Coordination.

Consolidated into the Food Distribution Administration were: The Agricultural Marketing Administration, the Sugar Agency, certain of the regulatory activities of the Bureau of Animal Industry, and that part of the Office for Agricultural War Relations concerned primarily with food distribution. This essentially marked the end of the last-named Office which had been created in response to a letter from the President dated May 5, 1941, and was originally named the Office for Agricultural Defense Relations.

In the December 10 reorganization the existing Agricultural War Board was renamed the Departmental War Board and its eight members were then: Director of Food Production, Director of Food Distribution, Agricultural Research Administrator, President of the Commodity Credit Corporation, Director of the Extension Service, Chief of the Forest Service, the Rural Electrification Administrator, and the Chief of the Bureau of Agricultural Economics.

The original Food Advisory Committee was named by the Secretary on December 19, 1942, again under authority of the President's Executive Order of December 5. The Secretary was chairman of this committee and the other members, aside from the President of the Commodity Credit Corporation and the Agricultural Research Administrator, who were appointed later, were representatives of the War Department, the Navy Department, the Board of Economic Warfare, the War Production Board, the Department of the Interior, the Lend-Lease Administrator, the Food Production Director, and the Food Distribution Director. It was at this time that the Foods Requirements Committee was abolished.

On January 22, 1943, there was announced the appointment of a Committee on Foreign Purchase and Importation composed of the Director of Food Production,



the Director of Food Distribution, the Administrator of Agricultural Research, the President of the Commodity Credit Corporation, and the Director of the Office of Foreign Agricultural Relations, with the President of the Commodity Credit Corporation as chairman.

There was established at the same time a Committee on Domestic Transportation of which the Director or Acting Director of Food Production was appointed chairman. Other members were the Director of Food Distribution, the President of the Commodity Credit Corporation, the Chief of the Forest Service, and such other agency heads as the Secretary might later designate.

On February 7, 1943, cooperative arrangements were announced whereby the basic food research required by the Army Quartermaster Corps and the Navy Bureau of Supplies and Accounts would be conducted by the Agricultural Research Administration. Two consulting committees were appointed at this time to advise and collaborate. One of these was composed of outstanding nutrition experts and the other of research personnel representing the food-processing industry.

An inter-agency Food Procurement Committee, composed of representatives of the principal Government agencies buying food for war purposes, was created on February 9, 1943. The Director of Food Distribution was chairman and other members represented the Quartermaster General of the War Department, the Bureau of Supplies and Accounts of the Navy Department, the Marine Corps, the Veteran's Administration, the War Production Board, the Board of Economic Warfare, the Office of Price Administration, and the Commodity Credit Corporation.

The Nutrition Division of the Office of Defense Health and Welfare Service was transferred to the Food Distribution Administration by Executive Order, effective March 24, 1943.

So far, it will be seen that the tie-in between the new and the old line agencies was largely through committees and by direct contact through the Secretary. The next step thereafter was the establishment of the War Food Administration pursuant to the Executive Order of March 26 which was slightly modified, clarified, and amended by an additional order issued April 19.

At this time the President consolidated into one unit the Food Production Administration (except the Farm Credit Administration, which again became a line agency of the Department), the Food Distribution Administration, the Commodity Credit Corporation, and the Extension Service of the Department of Agriculture into what was first called a Food Production and Distribution Administration, but was renamed the War Food Administration after April 19. In this combination the legal status of the Extension Service and its cooperative work with the States, remained unaffected.

What we have here is essentially a wartime emergency measure by which the line agencies of the Department of Agriculture have been grouped into two administrative units, each headed by an official appointed by and directly responsible to the President. One is the Secretary of Agriculture and the other the War Food Administrator. The former remains in charge of the Agricultural Research Administration, the Farm Credit Administration, the Rural Electrification Administration, and the Forest Service. The latter heads the War Food Administration. The Department's staff agencies serve both the

Administration and the Department as called upon, the same identical agencies servicing both. These units are:

The Bureau of Agricultural Economics, the Office of Budget and Finance, the Office of Foreign Agricultural Relations, the Office of Information, the Library, the Office of Personnel, the Office of the Solicitor, and the Office of Plant and Operations. The Office of Land Use Coordination was abolished January 1, 1944, and the Land Use Coordinator entered the Office of the Secretary.

The immediate staff of the War Food Administration has remained small. The War Services Branch of the Food Production Administration was transferred to the Office of the War Food Administrator on May 27, 1943. An Office of Labor was established June 23, 1943, which took over entire responsibility for carrying out all farm labor, wage-stabilization, and manpower programs. An Office of Materials and Facilities was set up to direct supply activities in this field, on May 10. An Office of Transportation to coordinate the transportation work of the various agencies in WFA was set up on May 17 and on December 1 it ceased to be a program and became a staff agency. An Office of War Board Services, a liaison office for the boards was created on August 25, 1943 but was discontinued December 30, 1943.

The National War Board was created September 1 with the following as members: Chairman, the Director of the Office of War Board Services; Chief of the Agricultural Adjustment Agency, Chief of the Bureau of Agricultural Economics, President of the Commodity Credit Corporation, Director of Extension Work, Governor of the Farm Credit Administration, Director of Food Distribution, Chief of the Forest Service, Director of Information, Administrator of the Rural Electrification Administration, Chief of the Soil Conservation Service, and the Solicitor. The Chairman of the National War Board now performs the functions of the former Office of War Board Services.

Executive Order 9385, of October 6, 1943, transferred the functions of the War Food Administration and the Commodity Credit Corporation with respect to the procurement and development of food, food machinery, and other food facilities in foreign countries, to the Foreign Economic Administration.

On October 23 the Administrative Council was reconstituted with the following members: Assistant to the Secretary, Assistant to the War Food Administrator, the Director of Finance and Budget Officer, Director of Personnel, Director of Information, the Solicitor, Chief of the Office of Plant and Operations, and the Land Use Coordinator.

Executive Order 9334 was amended October 29 and the Combined Food Board was reconstituted with the War Food Administrator as United States representative, a Canadian in addition to the British member, and the Secretary of Agriculture as neutral chairman. At the same time both the Food Advisory Committee and the Inter-Agency Allocations Committee were abolished. Their functions were combined and transferred to a newly created Food Requirements and Allocations Committee of the War Food Administration.

The Chairman of this Committee, and personal representative and Deputy of the War Food Administrator both thereon and on the Combined Food Board, is the Director of Food Distribution. The other members of the committee are representatives of the War Department, the Navy Department, the Office of Foreign



Economic Administration, the War Shipping Administration, the Civilian Food Branch of the Office of Distribution and the Office of Production. Administrator's Memorandum No. 30 of October 28, 1943 validated these changes.

On January 21, 1944, the Food Distribution Administration and the Food Production Administration were renamed the Office of Distribution and the Office of Production, respectively. An Office of Price was also established to supervise functions relating to the approval of maximum prices of, and price-support program for, agricultural commodities. At this time the Agricultural Adjustment Agency, the Farm Security Administration, and the Soil Conservation Service, became independent agencies in the War Food Administration.

On October 26, 1944 there was established a new WFA staff unit, the Office of Surplus Property and Reconversion, to supervise and coordinate the functions of its various agencies in surplus property disposal, reconversion, and contract settlement. On November 10, 1944, a Director of Water Utilization was appointed in the office of the War Food Administrator to exercise general supervision over and to coordinate the functions and responsibilities of WFA agencies in the field of water development, use, and disposal. The Director works closely with the Land Use Coordinator in the Office of the Secretary.

Administrator's Memorandum No. 27, Revision 1, December 13, 1944, as amended January 5, 1945, ushered in a major reorganization of the War Food Administration. The Office of Distribution and the Office of Production were abolished. Most of the remaining work of the latter went to the Agricultural Adjustment Agency, a little to Soil Conservation Service. The Federal Crop Insurance Corporation, which had reported administratively to the Director of Production, became an independent program agency of WFA.

In a sense the Office of Distribution was torn functionally in twain. To a new Office of Marketing Services went the ordinary peacetime activities of the former Office of Distribution, those concerned with regulatory inspection, and service statutes, compliance activities, civilian food requirements, as well as maximum price and rationing regulations, and much work concerned with War Food Order programs.

A new Office of Supply was created to handle matters relating to requirement and allocations control, program liaison, procurement and price support, shipping and storage, plant facilities and financing, the requisitioning of food and acquisition of property, the administration of five War Food Orders, and subsidy operations. A new Office of Basic Commodities was created which took over the functions of the Cotton, Grain, General Crops, Hemp, Oilseeds, and Sugar Divisions of the Commodity Credit Corporation.

But, by the amendment of January 5, mentioned above, the last two mentioned new offices became part of the Commodity Credit Corporation, each being administered by a vice president thereof. Under the vice president in charge of activities at first assigned the Director of Supply were also placed the school lunch and direct distribution programs originally placed in the Office of Marketing Services. All these changes became effective January 1, 1945.

War Food Administrator's Memorandum No. 27, Revision 1, Supplement 4, established the Office of Investigatory Services both to administer the Commodity Exchange Act and to develop information and means to facilitate the prevention of speculation, profiteering, fraud, and violations in all phases of WFA food programs. OIS was established as of March 23, 1945.



Administrator's Memorandum No.27, Revision 1, Amendment 6, March 30, 1945, transferred to Soil Conservation Service all functions of Farm Security Administration relating to WFA water conservation and utilization programs under the Case-Wheeler Act. Amendment 7 to the same Memorandum, April 11, 1945, transferred functions related to allocation of food among claimant agencies from Commodity Credit Corporation to the office of the Administrator where the Office of Requirements and Allocations was established to handle them.

The following agencies then, are responsible to the Secretary of Agriculture: Agricultural Research Administration, Forest Service, Rural Electrification Administration, and Farm Credit Administration. The Land Use Coordinator is in the Office of the Secretary.

The War Food Administration now has in it the following staff agencies of its own: Office of Investigatory Services, Office of Price, Office of Surplus Property and Reconversion, Office of Requirements and Allocations, Office of Transportation, Office of Water Utilization, and the National War Board, and Office of Home Food Supply.

The following units function as independent program agencies within the War Food Administration: Agricultural Adjustment Agency, Commodity Credit Corporation, Extension Service, Farm Security Administration, Federal Crop Insurance Corporation, Office of Labor, Office of Marketing Services, Office of Materials and Facilities, and Soil Conservation Service.

The Department of Agriculture and the War Food Administration are closely integrated not only by the fact that the Under Secretary of Agriculture is also First Assistant War Food Administrator, but by the authority the Secretary and the Administrator have to exercise any and all powers vested in the other, by statute or otherwise, to the extent that is necessary to enable them to perform their respective duties and functions. Exercise of any such power by either of them is legally authorized and not subject to challenge by any third party affected thereby. Mutual services by the staff offices and the constitution and functions of various committees act as further tie-ins and lines of coordination.

Is the present situation unique and wholly unprecedented? Hardly. When the Bureau of Animal Industry was created with bureau status in 1884, it was placed in a Department which had but bureau status itself. That came out all right. The head of the Weather Bureau, which came to the Department in 1890, was always a Presidential appointee. When the United States Food Administration was created during World War I, some wondered just what this portended for the Department's future and the same kind of thoughts arose when the Farm Board was set up in 1929. Again, there were those who feared the Agricultural Adjustment Administration and other "action" agencies might swallow the Department whole.

None of these things actually happened. The Department survived. Today, if it looks as if we had a rather peculiar set-up with the War Food Administration and the Department each in a way autonomous, we might remember words written by William Penn many years ago when he observed:

"When all is said, there is hardly any form of government so ill-designed by its founders that in good hands it will not do well enough; and history tells us the best, in ill ones, can do nothing that is great and good." Men of intelligence and good-will make governmental institutions work efficiently. Differences are ironed out and progress is achieved. That is where we are today. But tomorrow is always another day.



1.714  
92475

Office of Information  
Mr. Harding, 4842  
Miss Arnold, 4875

U. S. DEPARTMENT OF AGRICULTURE

No. 4  
Revised July 3 1945  
A USDA Document

CONDENSED HISTORY OF THE U. S. DEPARTMENT OF AGRICULTURE

(This material was prepared for a lecture which was delivered by T. Swann Harding before various USDA Clubs of Department employees in various cities.)

Had you come into the Department on the day it was founded you would have needed very little orientation. You could have become acquainted with everybody very easily. By the time you had shaken hands with the new Commissioner and his eight or ten assistants and aides you would have met all the Government employees who worked in the field of agriculture. Today you would tire yourself out trying to shake hands with our 60,000 employees, even if you didn't also have to run all over the United States to do it. But great oaks from little acorns grow, and it is quite proper to say that the present Department of Agriculture grew from mere seed.

The seed were those of plants of economic value to American farmers. Both plants and seed were distributed to facilitate the propagation in this new and rapidly expanding country of crops brought from afar but that could be adapted here. Plant exploration and importation were the earliest form of agricultural activity in which our Government engaged, the gathering and dissemination of agricultural statistics being second.

In early days there was scant need for a Department of Agriculture, and we had none. We had a vast wilderness of land, rivers, and forests to open to settlement and cultivation. When land wore out in one place it was always possible to move on to even richer and more productive land somewhere else. Agriculture was a way of living, not a way of making a living. Methods of transportation; food processing and preservation and commercial marketing were all largely in the future. Farmers aimed to be self-subsistent. They depended upon others than themselves for very little.

But even in those days, in fact even in Colonial times, far-sighted individuals later to be known as Founding Fathers--Franklin and Jefferson among them, interested themselves when abroad in sending back to this country seeds, cuttings, and specimens of plants and trees which they thought might turn out to be valuable here agriculturally. George Washington also as early as 1794 was a member of the British Agricultural Board and he long corresponded with Sir John Sinclair, its founder and president.

In 1796, George Washington recommended to Congress that funds be provided for the promotion of agriculture. As our young Nation got under way and established a Department of State it became natural for consular officers to aid in the seed work. The Navy was also called upon to bring back plants and seeds. Gradually the habit arose of depositing these in the Patent Office, which was the nearest thing to a scientific agency in the young Government, and which formed part of the Department of State until 1849.

This brings us rather abruptly to Blodgett's Hotel. It once stood in downtown Washington at 7th and F Sts., N.W. It resulted from a movement started in 1795 to give Washington a decent hotel--an achievement not yet accomplished, according to some. Both its site and its architecture were the result of lotteries. The site once formed part of the farm of John Orr which, before that time, extended from 7th and F Sts., N.W., as far out as the Public Library at 7th and K. The fishing was excellent at 14th and K in those days, and for some years thereafter.

When completed, Blodgett's Hotel occupied only part of its lot. It did not even fill the entire E Street side of the square. Within it was a theatre in which the first Washington theatrical performance was staged. At this time the entire Federal Government was crowded into a single 25-room building. You probably know what happened next without being told. The crowding became intolerable and in 1810 Blodgett's Hotel was purchased to relieve the congestion. Thereupon the Post Office Department, the City Post Office, and the Patent Office, were moved into it.

Dr. Thornton was then Commissioner of Patents. As late as 1822 he received only \$1,500 a year, his clerk \$1,000, his messenger \$250, and that was his entire staff. Patents were merely registered without required proof of priority, but the President himself and members of his Cabinet did not pass upon them as had been the case in earlier days. Blodgett's Hotel narrowly escaped destruction by fire in 1814, when Washington was invaded, but Dr. Thornton's eloquence prevailed upon Col. Jones, leader of a British conflagration squad, to spare it because of the cultural value of the Patent Office's collection on the top floor.

This was a shrewd maneuver which enabled us to burn the place down for ourselves. Before that happened Henry L. Ellsworth, son of the distinguished third Chief Justice of the Supreme Court, and himself a man of notable intellectual and agricultural attainments, became Commissioner of Patents. On December 15, 1836, 6 months after a new patent law went into effect which brought order out of chaos, Blodgett's Hotel caught fire. Ineffectual efforts of the staff to save it delayed arrival of professional fire fighters. The fire got beyond control. The records and models, including those of Robert Fulton's Clermont, went up in flames.

Conditions in Washington about this time may be surmised from the following item in a local paper dated April 21, 1836: "The ill-fated man who was thrown down by a hog opposite the General Post Office on Thursday, as mentioned in our last, died on Saturday from the severe injury he sustained, his skull being fractured by that infamous incident." Obviously the Department of Agriculture was even then trying to make its way into the Government on four legs and disguised as a pig!

Commissioner Ellsworth took unusual interest in agricultural patents and statistics, and in the collection and dissemination of plants and seeds of economic value. For a considerable time he carried on without specific authorization by the Congress, simply because so many farm people desired the services he offered. This apparently aroused some Congressional suspicion for Chairman Fletcher of the Committee on Patents wrote Ellsworth in late 1838 asking what he was up to anyway. His reply, dated January 22, 1839, was so well made that the Congress gave him permission to spend \$1,000 of the incoming funds of the Patent Office, which has always been self-supporting, on agricultural matters. This sum was expected to last some years, and it did!

As early as that new varieties of seed had helped the corn growers and new varieties of wheat had extended the area in which that grain could be grown in this country. Ellsworth felt that extension of such work could



easily improve the income of American farmers by fifteen or twenty million dollars annually. He also observed that a new era of labor-saving machinery was at hand for, though we are prone to forget it, technology was already effecting great changes in American agriculture and portended still more to come.

Ellsworth finally argued that some place in Washington should be designated as the repository of plants and seeds collected abroad. It should have facilities to get these from the ports where the Navy often left them to dry out or rot. Being a good bureaucrat he naturally nominated the Patent Office as the place of collection and distribution. In his annual report for 1840 he announced the expenditure of \$451.58 on the collection and distribution of agricultural seeds and statistics, and observed that 30,000 packages of seed had been distributed during that year.

Ellsworth wrote exceedingly interesting reports. In fact John Quincy Adams once half querulously complained that the Patent Office reports proved so interesting to him as to absorb him. On one occasion he even forgot his appointments for this cause. Popular interest in the reports moved the Congress to print 25,000 of them for distribution.

Of course various agricultural societies already existed. They necessarily exerted pressure on Government for aid to farmers. The House of Representatives established an agricultural committee as early as 1820 and the Senate in 1825. In 1828, the Congress authorized publication of a manual, prepared at its direction by Secretary of the Treasury Benjamin Rush, on the growth and manufacture of silk. In the same year it directed that Count Von Hazzis's Treatise on the Rearing of Silk-Worms be printed as a document.

In 1830, the House authorized the Secretary of the Treasury to finance a project for the cultivation of sugarcane and the manufacture and refinement of sugar. The investigations were conducted by Prof. Benjamin Silliman of Yale. The results appeared in 1833. Thus Congress itself initiated the first piece of agricultural research authorized by Government and issued the first agricultural bulletins.

Before Blodgett's Hotel burned, the Congress had appropriated money to build a new Patent Office. This structure still stands and is now occupied by the Civil Service Commission. The F Street side of it was completed in 1840, but Commissioner Ellsworth, as he complained in his annual report, was delayed in gaining occupancy because the building had to serve as temporary quarters of a new institution founded by an Englishman named Smithson. He did get a foothold in the building, however, and by 1844 had his entire Office there, and the Smithsonian Institution outside. He then said it would serve the purpose for many years. Four years later the building was overcrowded, an east side was added by 1852, a west side by 1856, and the G Street side by 1867.

In 1849 the Department of the Interior was created with Thomas Ewing as its first Secretary. He established himself in a single room of the Patent Office building. Shortly thereafter he and his Department had crowded everything else out of the place. The Patent Office formed part of his new Department and it spilled over across the street into the old building now occupied by the United States Tariff Commission, the south wing of which actually stands upon the former site of Blodgett's Hotel. It was started in 1839, completed

in 1866, and housed the Post Office Department and the City Post Office.

Henry Adams in his Education of Henry Adams, wrote that, in 1850, "The white marble columns and fronts of the Post Office and the Patent Office faced each other, like white Greek temples in the abandoned gravel pits of a deserted Syrian city." They still stand there facing one another, though the gravel pits are gone and the city is too far from deserted to suit newcomers.

Though some Commissioners of Patents who followed Ellsworth were by no means so well equipped agriculturally and by experience as he was, agricultural work continued to grow in the Patent Office. About 1850 a "practical and scientific agriculturist" was hired to write an annual report on agricultural matters which filled a fair-sized book each year. Ultimately a botanist and an entomologist came to be employed part-time, while the meteorological reports of the Smithsonian Institution found a place in the annual agricultural volume. Meanwhile, as agriculture became commercialized, food processing advanced, and transportation improved, the farmer's problems became more complex.

Then Patent Office agricultural aid began to prove insufficient. Agitation for better service of Government to agriculture increased both among farm organizations of the day and individuals. Several things were desired and they tied together. One was a law authorizing equitable distribution of public lands; another was aid to agricultural education; a third was a Federal Government agency to serve farmers. In 1852 the United States Agricultural Society was formed. It was primarily a pressure group or lobby to direct official interest to the agricultural needs of the time. Many of its members were prominent and the society insisted that a national Department of Agriculture be established. When it was the society dissolved.

There was delay, of course. That was because members of Congress from the South were suspicious of Federal aid to the States. During Buchanan's Administration, a bill to endow the States with public land enough to enable them to set up agricultural colleges was vetoed because Buchanan also did not think the Federal Government had any right to extend State aid in this way. But during Lincoln's Administration the Southern delegation to Congress mysteriously vanished.

In his annual report for 1861, Caleb B. Smith, Secretary of the Interior, rather perfunctorily suggested that a Bureau of Agriculture and Statistics be founded. Lincoln repeated this suggestion almost verbatim in his message to Congress of December 2, 1861. He sandwiched the recommendation in off-handedly and casually. But Congress took action and, after some rather diffident debate as to whether a Cabinet officer should head the new Department, it voted an agency with an anomalous bureau status supervised by a Commissioner, and the act founding the Department was signed May 15, 1862.

The Homestead Act, which made provision for the apportionment of freehold farms of 160 acres each from the public domain, to all citizens who would make homes on them and till them for 5 years, followed 5 days later. On July 2, 1862, the Land-Grant College Act became law, endowing the agricultural colleges with 11,000,000 acres - about the area of Vermont - which the States were authorized to sell, using the proceeds to set up the schools.



It cannot be said that the Department's founding resulted from any deep conviction on Lincoln's part nor did anyone at that time think out or formulate any well-planned program for the Department to follow. Lincoln did not think of himself as a farmer and had little agrarian interest. The Department's beginning was almost casual. Since the Patent Office by now had an agricultural division, it was natural that the head of this should become the first Commissioner of Agriculture, and so he did. The Department was organized in two basement rooms of the Patent Office Building.

The first Commissioner was Isaac Newton, a Pennsylvanian of Quaker stock. He had been manager of two model farms not very far from Philadelphia and had won himself quite a reputation. He was also a local politician of some note. He operated a confectionery and creamery in Philadelphia from which, among other things, he shipped butter to the White House. Just before the Civil War he purchased a farm in Virginia, but his wife refused to move there, so he tried to manage it by remote control through a brother. The Civil War bankrupted the enterprise and, since Newton was out of a job, his friends suggested that he try to get on the Government payroll.

Newton did just that. He moved to Washington, met the right people, and soon became both a friend of Lincoln and head of the agricultural work in the Patent Office. Naturally Lincoln made him head of the new Department of Agriculture. During part of the Civil War Newton was in residence at the White House to supervise the food eaten by the President and guard it against poisoning. While there he became a friend and confidant of Mrs. Lincoln who not only shared with him her lavish and frequent troubles but sought his aid in paying department store bills she imprudently ran up. This he did either by settling them out of his own pocket and letting her pay him back in installments, if they were not too large, or by interceding for her with Lincoln which required considerable tact and diplomacy.

It is difficult to assay Newton at this late date. He had loyal friends and venomous enemies. Some extolled his learning and his wisdom; others insisted he was all but illiterate and so incompetent that he could not satisfactorily perform his duties. Farm journals in general paid little attention to the Department and newspapers practically none, but Newton was often attacked in print and speech.

True, when Newton was accused of wasting Government funds, one farm editor vigorously denied this and then went on to say that even if the charge were true he thanked God farmers had at last got near enough that "great public crib at Washington" to waste a pittance. He continued: "I care not, in this view of the case, if they have spent all the money in distributing dead rats and Canadian Thistles."

But Lincoln stolidly disregarded adverse criticism of his friend Newton, though Newton actually was to have been dismissed by President Johnson for incompetence, but was saved by an unhappy accident. As he sat in his office one warm summer day in 1866 he heard an approaching thunderstorm. He remembered certain wheat samples that had been cut but not stored on the Department's experiment grounds over on the site of the Department's present buildings. He clapped on his silk hat and rushed over two miles to supervise the saving of these samples. He stood there, doubtless in a frock coat, and oversaw the job. The Washington July sun did the rest. For Newton suffered sunstroke and, though he lingered almost a year, he was never much good after that.

Newton's primary aim was to make two blades of grass grow where one grew before. He appointed a botanist, an entomologist, a chemist, and a statistician. He sought to carry out the aims of the organic act founding the Department, and that law was as broad in scope as all outdoors. He sought to collect, arrange, and publish valuable agricultural information; to collect and introduce valuable seeds, plants, and animals; to promote chemistry, botany, and entomology; and to establish a Library and a Museum.

Newton wrote his reports in a flowing somewhat pedantic style with a wealth of classical allusions. The propagating garden was established and the 40-acre tract between 12th and 14th Streets, S.W., B. St., and the Canal, called Reservation No. 2, was finally wrested from the Army, which long kept cattle on it, and turned to use as an experiment farm.

By 1868 the Department of Agriculture had a building of its own, the old Red Brick Building you will hear oldsters talk about. It cost \$140,420, including furniture and equipment. The Department had less than 50 employees in January of that year.

The work continued, tending to attract the attention of few but the gentleman farmers. Most of Newton's successors were ill-qualified to lend the Department prestige and to extend its field of usefulness. The Department also had very limited funds. Then Norman J. Colman became Commissioner of Agriculture in April 1885.

By that time there was widespread agitation both for the founding and support of agricultural experiment stations in the different States by Federal aid and for raising the head of the Department of Agriculture to Cabinet rank. Colman actively supported both movements. In 1887 the experiment station law was passed and in 1889 Colman became the first Secretary of Agriculture from February 13 to March 6, when Jeremiah M. Rusk was appointed by the incoming President Harrison.

At this point the Department began really to gain status and significance. It also began to grow much more rapidly both in size and in service. Because of increasing complexities of the agricultural enterprise, farmers found it more and more necessary to have in Washington a strong, reliable Department to serve them.

In 1884 the Bureau of Animal Industry was founded in response to a special Act of Congress authorizing its establishment to aid in the eradication of animal diseases. In 1888 the Office of Experiment Stations came into existence to undertake the work assigned to the Department in connection with the Hatch or Experiment Station Act. In 1890 the Weather Bureau was transferred to the Department from the War Department when it had existed in the Army Signal Corps since its creation in 1870.

In March 1897 James Wilson became Secretary of Agriculture. He served until March 1913. His administration was outstanding for the development of research and increase in the number of scientists employed by the Department. He indeed enabled the Department to carry out Newton's dictum about two blades of grass growing where one grew before.

In 1901 Wilson formed the Bureaus of Soils, Plant Industry, Forestry, and Chemistry, and in 1904 the Bureau of Entomology. The Office of Public Roads was created in 1905. In 1906 came the Bureau of Biological Survey,



which arose out of work in economic ornithology and mammalogy which began in the Division of Entomology.

Work in many other lines was undertaken, among them agricultural engineering, dairying, irrigation, drainage, marketing, extension work, and agricultural economics and statistics. By 1910 the problem of distributing enhanced agricultural production was already attaining importance.

The growth of the Department during Secretary Wilson's administration, was remarkable. Whereas there were only about two thousand employees in 1897, of whom over 400 were women, the Department had 2,514 employees in Washington alone and 10,190 in the field by the end of Secretary Wilson's term. A regiment of those new hired hands consisted of scientists working in all fields to aid agriculture.

In a sense it may be said those scientists succeeded too well. They enabled farmers to produce so efficiently that market and credit conditions became increasingly unbalanced. New varieties of plants and animals, new methods of protecting them from insects and disease, new techniques of cultivation and soil enrichment flowed from the Department's laboratories.

Various regulatory laws began to be passed and turned over to the Department for enforcement, the meat inspection, the animal quarantine, and the food and drugs acts being examples. When the national forests were turned over to it in 1905, the Department also undertook custodial functions of wide scope. Step by step the will of the people as transmitted through the Congress of the United States made the Department evolve into a large and influential institution.

The term of David F. Houston who followed Wilson was chiefly remarkable for overt entrance of the social sciences into the Department. It is quite true that various studies in the fields of agricultural marketing, credit, and economics generally had been undertaken before Houston's term, but he recognized their importance and so reorganized the Department that they could function effectively.

The Federal Highway, Farm Loan, Grain Standards, Cotton Futures, Warehouse, Migratory Bird Treaty, Packers and Stockyards, and Commodity Exchange acts were all passed during or soon after Houston's term of office. The original home-demonstration farm project, started by Seaman A. Knapp in the Bureau of Plant Industry, flowered into the Extension Service under the Smith-Lever Act of 1914. The Bureau of Agricultural Economics had its beginnings though it did not assume somewhat its present form until 1923.

Houston reorganized the Department. He set up a States Relations Service, among other things, into which went extension work, the work on human nutrition and home economics, and that with the experiment stations. In 1923 this Service was dissolved and the Office of Experiment Stations, the Extension Service, and the Bureau of Home Economics emerged as independent units. It might be said here that the Bureau of Dairy Industry was established in 1926 largely in response to outside demands.

Returning to Houston, his reports merit careful study. He was a sort of one-man New Deal in agriculture all by himself. Many of the ideas he proposed years ahead were implemented later. Had not the first world war intervened to deflect him from the more orderly processes of peace it seems apparent he

would have acted to prevent the growth of disruptive forces<sup>which</sup> developed something like two decades later.

This was a dynamic period in the history of the Department. It carried over into the terms of Houston's immediate successors - Meredith, Henry C. Wallace father of the <sup>former</sup> Vice President, and Howard M. Gore. The terms of William M. Jardine and Arthur M. Hyde, which lasted from March 5, 1925, until Henry A. Wallace became Secretary on March 4, 1933, may be regarded as a period of consolidation and Departmental unification.

During the Jardine and Hyde period the Department was welded into a unit by various organizational changes. At the same time the desperate post-war situation of the American farmer was seen clearly, analyzed wisely, and proscribed for in terms that were not to be carried out until after 1933. Study of the annual reports of Jardine and Hyde will enlighten the reader about the many sound diagnoses made and treatments suggested for the great farmer depression, which began soon after our unhealthful agricultural expansion during the first world war, and came to a climax around 1930-32. They clearly stated what should be done but were unable to do it until public opinion was reformulated and crystallized.

The administration of Henry A. Wallace brings us to modern times. It was characterized primarily by creation of the "action" agencies. Originally information in the field of agriculture was collected and kept on tap for the asking. Those who did not ask got little of it. The upper class of more intelligent farmers profited by it. The next step was taken in the administration of Secretary Rusk who appreciated the urgent necessity for publishing the information in popular, usable form, and who first issued press releases and farmers' bulletins.

This gave farmers knowledge about how to produce larger crops with less labor and more certainty. That, in turn, induced more of them to go further into commercial agriculture than ever before and thus to become dependent upon transportation, labor, market, credit, land-value, and equipment factors not wholly within their control. Difficulties arose and the next step was to institute demonstration farms and to take knowledge about agricultural matters to the farmer's home using the Extension Service.

At the same time marketing and credit studies led to legislative acts which improved farm markets and credit facilities. The first world war crammed a generation of progress into a few years, resulted in opening land to cultivation which should never have gone out of grass or pasture, produced a tremendous inflation in farm prices and land values, and led to an inevitable deflation which bankrupted farmers and left them producing food and fiber for the rest of us at a discount. The action agencies tried to make it financially possible for farmers to take advantage of the most up-to-date agricultural knowledge in order to rehabilitate themselves while producing abundance for effective consumer demand.

A brave effort was made on many fronts to right farmer wrongs after 1933, -- insofar as Government agencies in Washington could do the job within the frame of reference set up by public opinion and legislative enactment. No such procedure can be dictatorial in this country, for we proceed by democratic processes. What our Government actually does in any given case



is always the resultant of many conflicting forces. The conflicts must be resolved as best possible and we then proceed to do what we can. We cannot evolve a perfect system in Washington and inflict it on the country, nor would any such system be perfect anyway.

Before we could solve our farm problem or give farmers parity prices, i.e. prices enabling them to get as much manufactured goods for their farm commodities as they did in stated pre-first-world-war years, a second world war descended on us. Claudio R. Wickard became Secretary September 5, 1940. The National Defense Program got under way. The Secretary quickly saw its significance in raising consumer income and immediately began to preach greater hog production and more marketing of beef in 1941.

Early in that year, as you doubtless know, the British suddenly called upon us for sufficient concentrated protein foods to supply one-fourth of their population. If they did not get this food they faced malnutrition, lowered morale, and disaster. The Lend-Lease Act was passed. The Food For Freedom program promptly got under way. Our farm plant underwent inventory and production goals were set up, marks at which farmers were asked to shoot in order to produce what we ourselves and our potential allies needed.

War followed in December 1941, the goals were reassayed and reannounced, with marked emphasis on oil crops and other wartime needs, in January 1942. These goals were achieved in a year of record production for all time. Other goals set up in 1942 were achieved in 1943. There is no need to dwell on these matters as they are all of recent occurrence.

Finally, we should consider Departmental reorganization in recent years. During the period immediately following 1933 many new agencies were created. Some, like the Agricultural Adjustment Agency were immediately part of the Department. Others, like Commodity Credit Corporation, Farm Credit Administration, Farm Security Administration, Rural Electrification Administration, and Soil Conservation Service began life elsewhere and came into the Department later. Also between 1938 and 1940 four agencies which had long been part of the Department were transferred elsewhere: The Bureau of Public Roads, the Food and Drug Administration, the Bureau of Biological Survey, and the Weather Bureau.

On December 13, 1941, there was announced a major reorganization of the Department to streamline it for the war effort. This reorganization was validated by Executive Order February 23, 1942.

It was at that time that the scientific bureaus were consolidated into the Agricultural Research Administration. The Agricultural Adjustment Agency, the Soil Conservation Service, the Federal Crop Insurance Corporation, and the Sugar Division went into the Agricultural Conservation and Adjustment Administration, while the activities of the Surplus Marketing Administration, the Commodity Exchange Administration, most of the Agricultural Marketing Service, and the Consumers' Counsel Division of the Agricultural Adjustment Agency were combined in the Agricultural Marketing Administration.

The Commodity Credit Corporation, the Farm Security Administration, the Forest Service, the Farm Credit Administration, the Rural Electrification

Administration, and the staff agencies remained unaffected by this reorganization. In June 1942, the Foods Requirements Committee, since abolished, and the Combined Food Board were set up, the latter with the Secretary of Agriculture as United States representative.

The Executive Order of December 5, 1942, which delegated to the Secretary of Agriculture full responsibility for our entire national wartime food program, made necessary a further departmental reorganization. So, on December 10, the Food Production Administration and the Food Distribution Administration were established. The status of the Agricultural Research Administration, the Commodity Credit Corporation, the Forest Service, and the Rural Electrification Administration remained unchanged. Again the staff agencies were not involved.

At this time there was also a transfer of personnel to the Department from both the War Production Board and the Office of Civilian Supply. This transfer rounded out the two new big Administrations.

The following departmental agencies were consolidated into the Food Production Administration: The Agricultural Conservation and Adjustment Administration (except the Sugar Agency), the Farm Credit Administration, the Farm Security Administration, that part of the Bureau of Agricultural Economics concerned primarily with planning current production, that part of the Office for Agricultural War Relations concerned primarily with food production, and the Office of Land Use Coordination.

Consolidated into the Food Distribution Administration were: The Agricultural Marketing Administration, the Sugar Agency, certain of the regulatory activities of the Bureau of Animal Industry, and that part of the Office for Agricultural War Relations concerned primarily with food distribution. This essentially marked the end of the last-named Office which had been created in response to a letter from the President dated May 5, 1941, and was originally named the Office for Agricultural Defense Relations.

In the December 10 reorganization the existing Agricultural War Board was renamed the Departmental War Board and its eight members were then: Director of Food Production, Director of Food Distribution, Agricultural Research Administrator, President of the Commodity Credit Corporation, Director of the Extension Service, Chief of the Forest Service, the Rural Electrification Administrator, and the Chief of the Bureau of Agricultural Economics.

The original Food Advisory Committee was named by the Secretary on December 19, 1942, again under authority of the President's Executive Order of December 5. The Secretary was chairman of this committee and the other members, aside from the President of the Commodity Credit Corporation and the Agricultural Research Administrator, who were appointed later, were representatives of the War Department, the Navy Department, the Board of Economic Warfare, the War Production Board, the Department of the Interior, the Lend-Lease Administrator, the Food Production Director, and the Food Distribution Director. It was at this time that the Foods Requirements Committee was abolished.

On January 22, 1943, there was announced the appointment of a Committee on Foreign Purchase and Importation composed of the Director of Food Production,



the Director of Food Distribution, the Administrator of Agricultural Research, the President of the Commodity Credit Corporation, and the Director of the Office of Foreign Agricultural Relations, with the President of the Commodity Credit Corporation as chairman.

There was established at the same time a Committee on Domestic Transportation of which the Director or Acting Director of Food Production was appointed chairman. Other members were the Director of Food Distribution, the President of the Commodity Credit Corporation, the Chief of the Forest Service, and such other agency heads as the Secretary might later designate.

On February 7, 1943, cooperative arrangements were announced whereby the basic food research required by the Army Quartermaster Corps and the Navy Bureau of Supplies and Accounts would be conducted by the Agricultural Research Administration. Two consulting committees were appointed at this time to advise and collaborate. One of these was composed of outstanding nutrition experts and the other of research personnel representing the food-processing industry.

An inter-agency Food Procurement Committee, composed of representatives of the principal Government agencies buying food for war purposes, was created on February 9, 1943. The Director of Food Distribution was chairman and other members represented the Quartermaster General of the War Department, the Bureau of Supplies and Accounts of the Navy Department, the Marine Corps, the Veteran's Administration, the War Production Board, the Board of Economic Warfare, the Office of Price Administration, and the Commodity Credit Corporation.

The Nutrition Division of the Office of Defense Health and Welfare Service was transferred to the Food Distribution Administration by Executive Order, effective March 24, 1943.

So far, it will be seen that the tie-in between the new and the old line agencies was largely through committees and by direct contact through the Secretary. The next step thereafter was the establishment of the War Food Administration pursuant to the Executive Order of March 26 which was slightly modified, clarified, and amended by an additional order issued April 19.

At this time the President consolidated into one unit the Food Production Administration (except the Farm Credit Administration, which again became a line agency of the Department), the Food Distribution Administration, the Commodity Credit Corporation, and the Extension Service of the Department of Agriculture into what was first called a Food Production and Distribution Administration, but was renamed the War Food Administration after April 19. In this combination the legal status of the Extension Service and its cooperative work with the States, remained unaffected.

That we have here is essentially a wartime emergency measure by which the line agencies of the Department of Agriculture have been grouped into two administrative units, each headed by an official appointed by and directly responsible to the President. One is the Secretary of Agriculture and the other the War Food Administrator. The former remains in charge of the Agricultural Research Administration, the Farm Credit Administration, the Rural Electrification Administration, and the Forest Service. The latter heads the War Food Administration. The Department's staff agencies serve both the

Administration and the Department as called upon, the same identical agencies servicing both. Those units are:

The Bureau of Agricultural Economics, the Office of Budget and Finance, the Office of Foreign Agricultural Relations, the Office of Information, the Library, the Office of Personnel, the Office of the Solicitor, and the Office of Plant and Operations. The Office of Land Use Coordination was abolished January 1, 1944, and the Land Use Coordinator entered the Office of the Secretary.

The immediate staff of the War Food Administration has remained small. The War Services Branch of the Food Production Administration was transferred to the Office of the War Food Administrator on May 27, 1943. An Office of Labor was established June 23, 1943, which took over entire responsibility for carrying out all farm labor, wage-stabilization, and manpower programs. An Office of Materials and Facilities was set up to direct supply activities in this field, on May 10. An Office of Transportation to coordinate the transportation work of the various agencies in WFA was set up on May 17 and on December 1 it ceased to be a program and became a staff agency. An Office of War Board Services, a liaison office for the boards was created on August 25, 1943 but was discontinued December 30, 1943.

The National War Board was created September 1 with the following as members: Chairman, the Director of the Office of War Board Services; Chief of the Agricultural Adjustment Agency, Chief of the Bureau of Agricultural Economics, President of the Commodity Credit Corporation, Director of Extension Work, Governor of the Farm Credit Administration, Director of Food Distribution, Chief of the Forest Service, Director of Information, Administrator of the Rural Electrification Administration, Chief of the Soil Conservation Service, and the Solicitor. The Chairman of the National War Board now performs the functions of the former Office of War Board Services.

Executive Order 9385, of October 6, 1943, transferred the functions of the War Food Administration and the Commodity Credit Corporation with respect to the procurement and development of food, food machinery, and other food facilities in foreign countries, to the Foreign Economic Administration.

On October 23 the Administrative Council was reconstituted with the following members: Assistant to the Secretary, Assistant to the War Food Administrator, the Director of Finance and Budget Officer, Director of Personnel, Director of Information, the Solicitor, Chief of the Office of Plant and Operations, and the Land Use Coordinator.

Executive Order 9334 was amended October 29 and the Combined Food Board was reconstituted with the War Food Administrator as United States representative, a Canadian in addition to the British member, and the Secretary of Agriculture as neutral chairman. At the same time both the Food Advisory Committee and the Inter-Agency Allocations Committee were abolished. Their functions were combined and transferred to a newly created Food Requirements and Allocations Committee of the War Food Administration.

The Chairman of this Committee, and personal representative and Deputy of the War Food Administrator both thereon and on the Combined Food Board, is the Director of Food Distribution. The other members of the committee are representatives of the War Department, the Navy Department, the Office of Foreign



He was active in politics and in religious circles. He attained some fame as an orator and debater. But he also operated several farms. He became the local distributor of a popular brand of automobile and built up a highly successful business. He was elected Governor of Missouri in 1921, returning to his law practice in 1925. In 1927 he became President of the Sentinel Life Insurance Co. of Kansas City, Mo.

Hyde's agricultural program emphasized cooperative marketing and road improvement. Upon his retirement he returned to his legal and business interests in Princeton, Mo.

Henry A. Wallace (1888--), son of Henry C. and grandson of old "Uncle Henry," was appointed Secretary of Agriculture by President Franklin D. Roosevelt. He took office March 4, 1933, and served until September 4, 1940, when he resigned to campaign for Vice President of the United States. Wallace was a scientist and a statistician as well as a moderately successful editor and businessman who had not only bred excellent varieties of hybrid corn but had also made them pay. He had not, however, become rich as his interests did not lie in that direction.

Wallace graduated from Iowa State College in 1910 and became an associate editor of Wallace's Farmer of which he became editor when his father left to become Secretary of Agriculture in President's Harding's Cabinet. Wallace not only developed fine grades of hybrid corn but also devised a useful and highly statistical series of hog-ratio charts. He always maintained an intimate connection with farm affairs.

As Secretary his name is associated with the development of the so-called "action" agencies. He created practically a new Department of Agriculture to carry research into action. He felt that it was possible for farmers to utilize the Department to build economic democracy in agriculture through their township and county committees. However, the work of the new Department was built squarely upon that of the old.

Wallace sought to make the entire Department, old and new, express itself continuously in terms of action which would best conserve the soil, feed the cities, and build a farm civilization that would forever serve as the foundation of democracy. His basic interests were statistics, breeding experiments, agricultural economics, editing, and writing. He later became Vice President of the United States and thereafter, Secretary of Commerce.

Claude R. Wickard (1893--) was appointed Secretary of Agriculture, by President Roosevelt on Wallace's resignation. He took office September 5, 1940 and was the third Secretary to have previously held a subordinate position in the Department. Wickard was born in Indiana and began to help operating the family farm, settled by his great grandfather in 1840, as soon as he was old enough.

He graduated from Purdue University with a degree in animal husbandry. He added acreage to the original family farm and operated it from his graduation in 1915 until he came to Washington in 1933. Even then he continued to manage the farm from Washington, with occasional visits there. Before coming to Washington, Wickard had been a member of the Indiana State legislature.

In 1933 he was an Indiana delegate to the National Corn-Hog Conference in Des Moines, Iowa; then he became a member of the National Corn-Hog Committee of Twenty-Five which helped set up the original AAA corn-hog program. Soon he was appointed assistant chief of the AAA corn-hog section and in 1935, its chief. He became Assistant Director of the North Central Division when AAA inaugurated its agricultural conservation program in 1936.

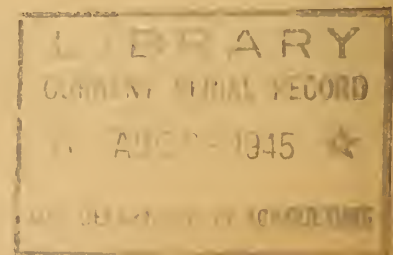
On February 1, 1940, Wickard was appointed Under Secretary of Agriculture. He manifested deep interest in soil building, better crop and livestock production, improved status for low-income farm families, farm organizations, and the promotion of AAA programs by farmer committees. From December 5, 1942, until March 26, 1943, Wickard was also in charge of the Nation's wartime food program.

Executive Orders issued March 26 and April 19, 1943, transferred the Secretary's authority with respect to the food program to a War Food Administrator, also appointed by and responsible to the President. On March 29, 1943, Chester C. Davis took charge as War Food Administrator, serving until his resignation took effect, June 28, 1943. Thereupon Judge Marvin Jones became War Food Administrator and served as head of the War Food Administration until his resignation took effect July 1, 1945. In resigning, Judge Jones suggested the consolidation of the Department of Agriculture and the War Food Administration under a single head.

Clinton P. Anderson (1895- ) was appointed Secretary of Agriculture by President Truman, to take office July 1, 1945, and to have charge of both the Department of Agriculture and the War Food Administration. He regarded himself as primarily a businessman, rather than a farmer, though he owned and operated 800 acres of irrigated land near Albuquerque, N. Mex., and another 640-acre farm near Mitchell, S. Dak. On the former he had at the time of his appointment some 125 Holstein cattle, both grade and registered, and he raised alfalfa, oats, barley, and grain sorghum for food. He sold milk on the fluid market.

As to business, Anderson was president of the Mountain States Mutual Casualty Co., which he organized in July 1937, and he also operated a general insurance agency in Albuquerque. He had for years been active in civic clubs and, in 1932-33, was president of Rotary International. He was elected to the House of Representatives from New Mexico, one of two members at large, in the 77th, 78th, and 79th Congresses. In the last he was chairman of the Committee to Investigate Food Shortages.

Anderson was born in Centerville, S. Dak., October 23, 1895, the son of a Swedish immigrant. He was educated at Dakota Wesleyan University and at the University of Michigan. He was State Treasurer of New Mexico, 1933-34; administrator of State relief and field representative of the Federal Emergency Relief Administration, 1935-36; chairman and executive director of the New Mexico Unemployment Compensation Commission, 1936-38; and managing director of the Coronado Exposition Commission, 1939-40. He is an enthusiastic collector of books and documents on Franklin D. Roosevelt, on the history of the West, and on wartime budget hearings.





U. S. DEPARTMENT OF AGRICULTURE

Office of Information

Mr. Harding, 4842

Miss Arnold, 4875

No. 4

Revised September 1, 1945

A USDA Document

4 CONDENSED HISTORY OF THE U. S. DEPARTMENT OF AGRICULTURE

(This material was prepared for a lecture which was delivered by T. Swann Harding before various USDA Clubs of Department employees in various cities.)

Had you come into the Department on the day it was founded you would have needed very little orientation. You could have become acquainted with everybody very easily. By the time you had shaken hands with the new Commissioner and his eight or ten assistants and aides you would have met all the Government employees who worked in the field of agriculture. Today you would tire yourself out trying to shake hands with our 60,000 employees, even if you didn't also have to run all over the United States to do it. But great oaks from little acorns grow, and it is quite proper to say that the present Department of Agriculture grew from mere seed.

The seed were those of plants of economic value to American farmers. Both plants and seed were distributed to facilitate the propagation in this new and rapidly expanding country of crops brought from afar but that could be adapted here. Plant exploration and importation were the earliest form of agricultural activity in which our Government engaged, the gathering and dissemination of agricultural statistics being second.

In early days, there was scant need for a Department of Agriculture, and we had none. We had a vast wilderness of land, rivers, and forests to open to settlement and cultivation. When land wore out in one place it was always possible to move on to even richer and more productive land somewhere else. Agriculture was a way of living, not a way of making a living. Methods of transportation; food processing and preservation and commercial marketing were all largely in the future. Farmers aimed to be self-subsistent. They depended upon others than themselves for very little.

But even in those days, in fact even in Colonial times, far-sighted individuals later to be known as Founding Fathers--Franklin and Jefferson among them, interested themselves when abroad in sending back to this country seeds, cuttings, and specimens of plants and trees which they thought might turn out to be valuable here agriculturally. George Washington also as early as 1794 was a member of the British Agricultural Board and he long corresponded with Sir John Sinclair, its founder and president.

In 1796, George Washington recommended to Congress that funds be provided for the promotion of agriculture. As our young Nation got under way and established a Department of State it became natural for consular officers to aid in the seed work. The Navy was also called upon to bring back plants and seeds. Gradually the habit arose of depositing these in the Patent Office, which was the nearest thing to a scientific agency in the young Government, and which formed part of the Department of State until 1849.

This brings us rather abruptly to Blodgett's Hotel. It once stood in downtown Washington at 7th and F Sts., N.W. It resulted from a movement started in 1795 to give Washington a decent hotel--an achievement not yet accomplished, according to some. Both its site and its architecture were the result of lotteries. The site once formed part of the farm of John Orr which, before that time, extended from 7th and F Sts., N.W., as far out as the Public Library at 7th and K. The fishing was excellent at 14th and K in those days, and for some years thereafter.

When completed, Blodgett's Hotel occupied only part of its lot. It did not even fill the entire E Street side of the square. Within it was a theatre in which the first Washington theatrical performance was staged. At this time the entire Federal Government was crowded into a single 25-room building. You probably know what happened next without being told. The crowding became intolerable and in 1810 Blodgett's Hotel was purchased to relieve the congestion. Thereupon the Post Office Department, the City Post Office, and the Patent Office, were moved into it.

Dr. Thornton was then Commissioner of Patents. As late as 1822 he received only \$1,500 a year, his clerk \$1,000, his messenger \$250, and that was his entire staff. Patents were merely registered without required proof of priority, but the President himself and members of his Cabinet did not pass upon them as had been the case in earlier days. Blodgett's Hotel narrowly escaped destruction by fire in 1814, when Washington was invaded, but Dr. Thornton's eloquence prevailed upon Col. Jones, leader of a British conflagration squad, to spare it because of the cultural value of the Patent Office's collection on the top floor.

This was a shrewd maneuver which enabled us to burn the place down for ourselves. Before that happened Henry L. Ellsworth, son of the distinguished third Chief Justice of the Supreme Court, and himself a man of notable intellectual and agricultural attainments, became Commissioner of Patents. On December 15, 1836, 6 months after a new patent law went into effect which brought order out of chaos, Blodgett's Hotel caught fire. Ineffectual efforts of the staff to save it delayed arrival of professional fire fighters. The fire got beyond control. The records and models, including those of Robert Fulton's Clermont, went up in flames.

Conditions in Washington about this time may be surmised from the following item in a local paper dated April 21, 1836: "The ill-fated man who was thrown down by a hog opposite the General Post Office on Thursday, as mentioned in our last, died on Saturday from the severe injury he sustained, his skull being fractured by that infamous incident." Obviously the Department of Agriculture was even then trying to make its way into the Government on four legs and disguised as a pig!

Commissioner Ellsworth took unusual interest in agricultural patents and statistics, and in the collection and dissemination of plants and seeds of economic value. For a considerable time he carried on without specific authorization by the Congress, simply because so many farm people desired the services he offered. This apparently aroused some Congressional suspicion for Chairman Fletcher of the Committee on Patents wrote Ellsworth in late 1838 asking what he was up to anyway. His reply, dated January 22, 1839, was so well made that the Congress gave him permission to spend \$1,000 of the incoming funds of the Patent Office, which has always been self-supporting, on agricultural matters. This sum was expected to last some years, and it did!

As early as that new varieties of seed had helped the corn growers and new varieties of wheat had extended the area in which that grain could be grown in this country. Ellsworth felt that extension of such work could



easily improve the income of American farmers by fifteen or twenty million dollars annually. He also observed that a new era of labor-saving machinery was at hand for, though we are prone to forget it, technology was already effecting great changes in American agriculture and portended still more to come.

Ellsworth finally argued that some place in Washington should be designated as the repository of plants and seeds collected abroad. It should have facilities to get these from the ports where the Navy often left them to dry out or rot. Being a good bureaucrat he naturally nominated the Patent Office as the place of collection and distribution. In his annual report for 1840 he announced the expenditure of \$451.58 on the collection and distribution of agricultural seeds and statistics, and observed that 30,000 packages of seed had been distributed during that year.

Ellsworth wrote exceedingly interesting reports. In fact John Quincy Adams once half querulously complained that the Patent Office reports proved so interesting to him as to absorb him. On one occasion he even forgot his appointments for this cause. Popular interest in the reports moved the Congress to print 25,000 of them for distribution.

Of course various agricultural societies already existed. They necessarily exerted pressure on Government for aid to farmers. The House of Representatives established an agricultural committee as early as 1820 and the Senate in 1825. In 1828, the Congress authorized publication of a manual, prepared at its direction by Secretary of the Treasury Benjamin Rush, on the growth and manufacture of silk. In the same year it directed that Count Von Hazzi's Treatise on the Rearing of Silk-Worms be printed as a document.

In 1830, the House authorized the Secretary of the Treasury to finance a project for the cultivation of sugarcane and the manufacture and refinement of sugar. The investigations were conducted by Prof. Benjamin Silliman of Yale. The results appeared in 1833. Thus Congress itself initiated the first piece of agricultural research authorized by Government and issued the first agricultural bulletins.

Before Blodgett's Hotel burned, the Congress had appropriated money to build a new Patent Office. This structure still stands and is now occupied by the Civil Service Commission. The F Street side of it was completed in 1840, but Commissioner Ellsworth, as he complained in his annual report, was delayed in gaining occupancy because the building had to serve as temporary quarters of a new institution founded by an Englishman named Smithson. He did get a foothold in the building, however, and by 1844 had his entire Office there, and the Smithsonian Institution outside. He then said it would serve the purpose for many years. Four years later the building was overcrowded, an east side was added by 1852, a west side by 1856, and the G Street side by 1867.

In 1849 the Department of the Interior was created with Thomas Ewing as its first Secretary. He established himself in a single room of the Patent Office building. Shortly thereafter he and his Department had crowded everything else out of the place. The Patent Office formed part of his new Department and it spilled over across the street into the old building now occupied by the United States Tariff Commission, the south wing of which actually stands upon the former site of Blodgett's Hotel. It was started in 1839, completed

in 1866, and housed the Post Office Department and the City Post Office.

Henry Adams in his Education of Henry Adams, wrote that, in 1850, "The white marble columns and fronts of the Post Office and the Patent Office faced each other, like white Greek temples in the abandoned gravel pits of a deserted Syrian city." They still stand there facing one another, though the gravel pits are gone and the city is too far from deserted to suit newcomers.

Though some Commissioners of Patents who followed Ellsworth were by no means so well equipped agriculturally and by experience as he was, agricultural work continued to grow in the Patent Office. About 1850 a "practical and scientific agriculturist" was hired to write an annual report on agricultural matters which filled a fair-sized book each year. Ultimately a botanist and an entomologist came to be employed part-time, while the meteorological reports of the Smithsonian Institution found a place in the annual agricultural volume. Meanwhile, as agriculture became commercialized, food processing advanced, and transportation improved, the farmer's problems became more complex.

Then Patent Office agricultural aid began to prove insufficient. Agitation for better service of Government to agriculture increased both among farm organizations of the day and individuals. Several things were desired and they tied together. One was a law authorizing equitable distribution of public lands; another was aid to agricultural education; a third was a Federal Government agency to serve farmers. In 1852 the United States Agricultural Society was formed. It was primarily a pressure group or lobby to direct official interest to the agricultural needs of the time. Many of its members were prominent and the society insisted that a national Department of Agriculture be established. When it was the society dissolved.

There was delay, of course. That was because members of Congress from the South were suspicious of Federal aid to the States. During Buchanan's Administration, a bill to endow the States with public land enough to enable them to set up agricultural colleges was vetoed because Buchanan also did not think the Federal Government had any right to extend State aid in this way. But during Lincoln's Administration the Southern delegation to Congress mysteriously vanished.

In his annual report for 1861, Caleb B. Smith, Secretary of the Interior, rather perfunctorily suggested that a Bureau of Agriculture and Statistics be founded. Lincoln repeated this suggestion almost verbatim in his message to Congress of December 2, 1861. He sandwiched the recommendation in off-handedly and casually. But Congress took action and, after some rather diffident debate as to whether a Cabinet officer should head the new Department, it voted an agency with an anomalous bureau status supervised by a Commissioner, and the act founding the Department was signed May 15, 1862.

The Homestead Act, which made provision for the apportionment of freehold farms of 160 acres each from the public domain, to all citizens who would make homes on them and till them for 5 years, followed 5 days later. On July 2, 1862, the Land-Grant College Act became law, endowing the agricultural colleges with 11,000,000 acres - about the area of Vermont - which the States were authorized to sell, using the proceeds to set up the schools.



It cannot be said that the Department's founding resulted from any deep conviction on Lincoln's part nor did anyone at that time think out or formulate any well-planned program for the Department to follow. Lincoln did not think of himself as a farmer and had little agrarian interest. The Department's beginning was almost casual. Since the Patent Office by now had an agricultural division, it was natural that the head of this should become the first Commissioner of Agriculture, and so he did. The Department was organized in two basement rooms of the Patent Office Building.

The first Commissioner was Isaac Newton, a Pennsylvanian of Quaker stock. He had been manager of two model farms not very far from Philadelphia and had won himself quite a reputation. He was also a local politician of some note. He operated a confectionery and creamery in Philadelphia from which, among other things, he shipped butter to the White House. Just before the Civil War he purchased a farm in Virginia, but his wife refused to move there, so he tried to manage it by remote control through a brother. The Civil War bankrupted the enterprise and, since Newton was out of a job, his friends suggested that he try to get on the Government payroll.

Newton did just that. He moved to Washington, met the right people, and soon became both a friend of Lincoln and head of the agricultural work in the Patent Office. Naturally Lincoln made him head of the new Department of Agriculture. During part of the Civil War Newton was in residence at the White House to supervise the food eaten by the President and guard it against poisoning. While there he became a friend and confidant of Mrs. Lincoln who not only shared with him her lavish and frequent troubles but sought his aid in paying department store bills she imprudently ran up. This he did either by settling them out of his own pocket and letting her pay him back in installments, if they were not too large, or by interceding for her with Lincoln which required considerable tact and diplomacy.

It is difficult to assay Newton at this late date. He had loyal friends and venomous enemies. Some extolled his learning and his wisdom; others insisted he was all but illiterate and so incompetent that he could not satisfactorily perform his duties. Farm journals in general paid little attention to the Department and newspapers practically none, but Newton was often attacked in print and speech.

True, when Newton was accused of wasting Government funds, one farm editor vigorously denied this and then went on to say that even if the charge were true he thanked God farmers had at last got near enough that "great public crib at Washington" to waste a pittance. He continued: "I care not, in this view of the case, if they have spent all the money in distributing dead rats and Canadian Thistles."

But Lincoln stolidly disregarded adverse criticism of his friend Newton, though Newton actually was to have been dismissed by President Johnson for incompetence, but was saved by an unhappy accident. As he sat in his office one warm summer day in 1866 he heard an approaching thunderstorm. He remembered certain wheat samples that had been cut but not stored on the Department's experiment grounds over on the site of the Department's present buildings. He clapped on his silk hat and rushed over two miles to supervise the saving of these samples. He stood there, doubtless in a frock coat, and oversaw the job. The Washington July sun did the rest. For Newton suffered sunstroke and, though he lingered almost a year, he was never much good after that.

Newton's primary aim was to make two blades of grass grow where one grew before. He appointed a botanist, an entomologist, a chemist, and a statistician. He sought to carry out the aims of the organic act founding the Department, and that law was as broad in scope as all outdoors. He sought to collect, arrange, and publish valuable agricultural information; to collect and introduce valuable seeds, plants, and animals; to promote chemistry, botany, and entomology; and to establish a Library and a Museum.

Newton wrote his reports in a flowing somewhat pedantic style with a wealth of classical allusions. The propagating garden was established and the 40-acre tract between 12th and 14th Streets, S.W., B. St., and the Canal, called Reservation No. 2, was finally wrested from the Army, which long kept cattle on it, and turned to use as an experiment farm.

By 1868 the Department of Agriculture had a building of its own, the old Red Brick Building you will hear oldsters talk about. It cost \$140,420, including furniture and equipment. The Department had less than 50 employees in January of that year.

The work continued, tending to attract the attention of few but the gentleman farmers. Most of Newton's successors were ill-qualified to lend the Department prestige and to extend its field of usefulness. The Department also had very limited funds. Then Norman J. Colman became Commissioner of Agriculture in April 1885.

By that time there was widespread agitation both for the founding and support of agricultural experiment stations in the different States by Federal aid and for raising the head of the Department of Agriculture to Cabinet rank. Colman actively supported both movements. In 1887 the experiment station law was passed and in 1889 Colman became the first Secretary of Agriculture from February 13 to March 6, when Jeremiah M. Rusk was appointed by the incoming President Harrison.

At this point the Department began really to gain status and significance. It also began to grow much more rapidly both in size and in service. Because of increasing complexities of the agricultural enterprise, farmers found it more and more necessary to have in Washington a strong, reliable Department to serve them.

In 1884 the Bureau of Animal Industry was founded in response to a special Act of Congress authorizing its establishment to aid in the eradication of animal diseases. In 1888 the Office of Experiment Stations came into existence to undertake the work assigned to the Department in connection with the Hatch or Experiment Station Act. In 1890 the Weather Bureau was transferred to the Department from the War Department when it had existed in the Army Signal Corps since its creation in 1870.

In March 1897 James Wilson became Secretary of Agriculture. He served until March 1913. His administration was outstanding for the development of research and increase in the number of scientists employed by the Department. He indeed enabled the Department to carry out Newton's dictum about two blades of grass growing where one grew before.

In 1901 Wilson formed the Bureaus of Soils, Plant Industry, Forestry, and Chemistry, and in 1904 the Bureau of Entomology. The Office of Public Roads was created in 1905. In 1906 came the Bureau of Biological Survey,



which arose out of work in economic ornithology and mammalogy which began in the Division of Entomology.

Work in many other lines was undertaken, among them agricultural engineering, dairying, irrigation, drainage, marketing, extension work, and agricultural economics and statistics. By 1910 the problem of distributing enhanced agricultural production was already attaining importance.

The growth of the Department during Secretary Wilson's administration, was remarkable. Whereas there were only about two thousand employees in 1897, of whom over 400 were women, the Department had 2,514 employees in Washington alone and 10,190 in the field by the end of Secretary Wilson's term. A regiment of those new hired hands consisted of scientists working in all fields to aid agriculture.

In a sense it may be said those scientists succeeded too well. They enable farmers to produce so efficiently that market and credit conditions became increasingly unbalanced. New varieties of plants and animals, new methods of protecting them from insects and disease, new techniques of cultivation and soil enrichment flowed from the Department's laboratories.

Various regulatory laws began to be passed and turned over to the Department for enforcement, the meat inspection, the animal quarantine, and the food and drugs acts being examples. When the national forests were turned over to it in 1905, the Department also undertook custodial functions of wide scope. Step by step the will of the people as transmitted through the Congress of the United States made the Department evolve into a large and influential institution.

The term of David F. Houston who followed Wilson was chiefly remarkable for overt entrance of the social sciences into the Department. It is quite true that various studies in the fields of agricultural marketing, credit, and economics generally had been undertaken before Houston's term, but he recognized their importance and so reorganized the Department that they could function effectively.

The Federal Highway, Farm Loan, Grain Standards, Cotton Futures, Warehouse, Migratory Bird Treaty, Packers and Stockyards, and Commodity Exchange acts were all passed during or soon after Houston's term of office. The original home-demonstration farm project, started by Seaman A. Knapp in the Bureau of Plant Industry, flowered into the Extension Service under the Smith-Lever Act of 1914. The Bureau of Agricultural Economics had its beginnings though it did not assume somewhat its present form until 1923.

Houston reorganized the Department. He set up a States Relations Service, among other things, into which went extension work, the work on human nutrition and home economics, and that with the experiment stations. In 1923 this Service was dissolved and the Office of Experiment Stations, the Extension Service, and the Bureau of Home Economics emerged as independent units. It might be said here that the Bureau of Dairy Industry was established in 1926 largely in response to outside demands.

Returning to Houston, his reports merit careful study. He was a sort of one-man New Deal in agriculture all by himself. Many of the ideas he proposed years ahead were implemented later. Had not the first world war intervened to deflect him from the more orderly processes of peace it seems apparent he

would have acted to prevent the growth of disruptive forces<sup>which</sup>/developed something like two decades later.

This was a dynamic period in the history of the Department. It carried over into the terms of Houston's immediate successors - Meredith, Henry C. Wallace father of the <sup>former</sup> Vice President, and Howard M. Gore. The terms of William M. Jardine and Arthur H. Hyde, which lasted from March 5, 1925, until Henry A. Wallace became Secretary on March 4, 1933, may be regarded as a period of consolidation and Departmental unification.

During the Jardine and Hyde period the Department was welded into a unit by various organizational changes. At the same time the desperate post-war situation of the American farmer was seen clearly, analyzed wisely, and prescribed for in terms that were not to be carried out until after 1933. Study of the annual reports of Jardine and Hyde will enlighten the reader about the many sound diagnoses made and treatments suggested for the great farmer depression, which began soon after our unhealthy agricultural expansion during the first world war, and came to a climax around 1930-32. They clearly stated what should be done but were unable to do it until public opinion was reformulated and crystallized.

The administration of Henry A. Wallace brings us to modern times. It was characterized primarily by creation of the "action" agencies. Originally information in the field of agriculture was collected and kept on tap for the asking. Those who did not ask got little of it. The upper class of more intelligent farmers profited by it. The next step was taken in the administration of Secretary Rusk who appreciated the urgent necessity for publishing the information in popular, usable form, and who first issued press releases and farmers' bulletins.

This gave farmers knowledge about how to produce larger crops with less labor and more certainty. That, in turn, induced more of them to go further into commercial agriculture than ever before and thus to become dependent upon transportation, labor, market, credit, land-value, and equipment factors not wholly within their control. Difficulties arose and the next step was to institute demonstration farms and to take knowledge about agricultural matters to the farmer's home using the Extension Service.

At the same time marketing and credit studies led to legislative acts which improved farm markets and credit facilities. The first world war crammed a generation of progress into a few years, resulted in opening land to cultivation which should never have gone out of grass or pasture, produced a tremendous inflation in farm prices and land values, and led to an inevitable deflation which bankrupted farmers and left them producing food and fiber for the rest of us at a discount. The action agencies tried to make it financially possible for farmers to take advantage of the most up-to-date agricultural knowledge in order to rehabilitate themselves while producing abundance for effective consumer demand.

A brave effort was made on many fronts to right farmer wrongs after 1933, -- insofar as Government agencies in Washington could do the job within the frame of reference set up by public opinion and legislative enactment. No such procedure can be dictatorial in this country, for we proceed by democratic processes. What our Government actually does in any given case



is always the resultant of many conflicting forces. The conflicts must be resolved as best possible and we then proceed to do what we can. We cannot evolve a perfect system in Washington and inflict it on the country, nor would any such system be perfect anyway.

Before we could solve our farm problem or give farmers parity prices, i.e. prices enabling them to get as much manufactured goods for their farm commodities as they did in stated pre-first-world-war years, a second world war descended on us. Claudio R. Wickard became Secretary September 5, 1940. The National Defense Program got under way. The Secretary quickly saw its significance in raising consumer income and immediately began to preach greater hog production and more marketing of beef in 1941.

Early in that year, as you doubtless know, the British suddenly called upon us for sufficient concentrated protein foods to supply one-fourth of their population. If they did not get this food they faced malnutrition, lowered morale, and disaster. The Lend-Lease Act was passed. The Food For Freedom program promptly got under way. Our farm plant underwent inventory and production goals were set up, marks at which farmers were asked to shoot in order to produce what we ourselves and our potential allies needed.

War followed in December 1941, the goals were reassayed and reannounced, with marked emphasis on oil crops and other wartime needs, in January 1942. These goals were achieved in a year of record production for all time. Other goals set up in 1942 were achieved in 1943. There is no need to dwell on these matters as they are all of recent occurrence.

Finally, we should consider Departmental reorganization in recent years. During the period immediately following 1933 many new agencies were created. Some, like the Agricultural Adjustment Agency were immediately part of the Department. Others, like Commodity Credit Corporation, Farm Credit Administration, Farm Security Administration, Rural Electrification Administration, and Soil Conservation Service began life elsewhere and came into the Department later. Also between 1938 and 1940 four agencies which had long been part of the Department were transferred elsewhere: The Bureau of Public Roads, the Food and Drug Administration, the Bureau of Biological Survey, and the Weather Bureau.

On December 13, 1941, there was announced a major reorganization of the Department to streamline it for the war effort. This reorganization was validated by Executive Order February 23, 1942.

It was at that time that the scientific bureaus were consolidated into the Agricultural Research Administration. The Agricultural Adjustment Agency, the Soil Conservation Service, the Federal Crop Insurance Corporation, and the Sugar Division went into the Agricultural Conservation and Adjustment Administration, while the activities of the Surplus Marketing Administration, the Commodity Exchange Administration, most of the Agricultural Marketing Service, and the Consumers' Counsel Division of the Agricultural Adjustment Agency were combined in the Agricultural Marketing Administration.

The Commodity Credit Corporation, the Farm Security Administration, the Forest Service, the Farm Credit Administration, the Rural Electrification

Administration, and the staff agencies remained unaffected by this reorganization. In June 1942, the Foods Requirements Committee, since abolished, and the Combined Food Board were set up, the latter with the Secretary of Agriculture as United States representative.

The Executive Order of December 5, 1942, which delegated to the Secretary of Agriculture full responsibility for our entire national wartime food program, made necessary a further departmental reorganization. So, on December 10, the Food Production Administration and the Food Distribution Administration were established. The status of the Agricultural Research Administration, the Commodity Credit Corporation, the Forest Service, and the Rural Electrification Administration remained unchanged. Again the staff agencies were not involved.

At this time there was also a transfer of personnel to the Department from both the War Production Board and the Office of Civilian Supply. This transfer rounded out the two new big Administrations.

The following departmental agencies were consolidated into the Food Production Administration: The Agricultural Conservation and Adjustment Administration (except the Sugar Agency), the Farm Credit Administration, the Farm Security Administration, that part of the Bureau of Agricultural Economics concerned primarily with planning current production, that part of the Office for Agricultural War Relations concerned primarily with food production, and the Office of Land Use Coordination.

Consolidated into the Food Distribution Administration were: The Agricultural Marketing Administration, the Sugar Agency, certain of the regulatory activities of the Bureau of Animal Industry, and that part of the Office for Agricultural War Relations concerned primarily with food distribution. This essentially marked the end of the last-named Office which had been created in response to a letter from the President dated May 5, 1941, and was originally named the Office for Agricultural Defense Relations.

In the December 10 reorganization the existing Agricultural War Board was renamed the Departmental War Board and its eight members were then: Director of Food Production, Director of Food Distribution, Agricultural Research Administrator, President of the Commodity Credit Corporation, Director of the Extension Service, Chief of the Forest Service, the Rural Electrification Administrator, and the Chief of the Bureau of Agricultural Economics.

The original Food Advisory Committee was named by the Secretary on December 19, 1942, again under authority of the President's Executive Order of December 5. The Secretary was chairman of this committee and the other members, aside from the President of the Commodity Credit Corporation and the Agricultural Research Administrator, who were appointed later, were representatives of the War Department, the Navy Department, the Board of Economic Warfare, the War Production Board, the Department of the Interior, the Lend-Lease Administrator, the Food Production Director, and the Food Distribution Director. It was at this time that the Foods Requirements Committee was abolished.

On January 22, 1943, there was announced the appointment of a Committee on Foreign Purchase and Importation composed of the Director of Food Production,



the Director of Food Distribution, the Administrator of Agricultural Research, the President of the Commodity Credit Corporation, and the Director of the Office of Foreign Agricultural Relations, with the President of the Commodity Credit Corporation as chairman.

There was established at the same time a Committee on Domestic Transportation of which the Director or Acting Director of Food Production was appointed chairman. Other members were the Director of Food Distribution, the President of the Commodity Credit Corporation, the Chief of the Forest Service, and such other agency heads as the Secretary might later designate.

On February 7, 1943, cooperative arrangements were announced whereby the basic food research required by the Army Quartermaster Corps and the Navy Bureau of Supplies and Accounts would be conducted by the Agricultural Research Administration. Two consulting committees were appointed at this time to advise and collaborate. One of these was composed of outstanding nutrition experts and the other of research personnel representing the food-processing industry.

An inter-agency Food Procurement Committee, composed of representatives of the principal Government agencies buying food for war purposes, was created on February 9, 1943. The Director of Food Distribution was chairman and other members represented the Quartermaster General of the War Department, the Bureau of Supplies and Accounts of the Navy Department, the Marine Corps, the Veteran's Administration, the War Production Board, the Board of Economic Warfare, the Office of Price Administration, and the Commodity Credit Corporation.

The Nutrition Division of the Office of Defense Health and Welfare Service was transferred to the Food Distribution Administration by Executive Order, effective March 24, 1943.

So far, it will be seen that the tie-in between the new and the old line agencies was largely through committees and by direct contact through the Secretary. The next step thereafter was the establishment of the War Food Administration pursuant to the Executive Order of March 26 which was slightly modified, clarified, and amended by an additional order issued April 19.

At this time the President consolidated into one unit the Food Production Administration (except the Farm Credit Administration, which again became a line agency of the Department), the Food Distribution Administration, the Commodity Credit Corporation, and the Extension Service of the Department of Agriculture into what was first called a Food Production and Distribution Administration, but was renamed the War Food Administration after April 19. In this combination the legal status of the Extension Service and its cooperative work with the States, remained unaffected.

What we have here is essentially a wartime emergency measure by which the line agencies of the Department of Agriculture have been grouped into two administrative units, each headed by an official appointed by and directly responsible to the President. One is the Secretary of Agriculture and the other the War Food Administrator. The former remains in charge of the Agricultural Research Administration, the Farm Credit Administration, the Rural Electrification Administration, and the Forest Service. The latter heads the War Food Administration. The Department's staff agencies serve both the

Administration and the Department as called upon, the same identical agencies servicing both. These units are:

The Bureau of Agricultural Economics, the Office of Budget and Finance, the Office of Foreign Agricultural Relations, the Office of Information, the Library, the Office of Personnel, the Office of the Solicitor, and the Office of Plant and Operations. The Office of Land Use Coordination was abolished January 1, 1944, and the Land Use Coordinator entered the Office of the Secretary.

The immediate staff of the War Food Administration has remained small. The War Services Branch of the Food Production Administration was transferred to the Office of the War Food Administrator on May 27, 1943. An Office of Labor was established June 23, 1943, which took over entire responsibility for carrying out all farm labor, wage-stabilization, and manpower programs. An Office of Materials and Facilities was set up to direct supply activities in this field, on May 10. An Office of Transportation to coordinate the transportation work of the various agencies in WFA was set up on May 17 and on December 1 it ceased to be a program and became a staff agency. An Office of War Board Services, a liaison office for the boards was created on August 25, 1943 but was discontinued December 30, 1943.

The National War Board was created September 1 with the following as members: Chairman, the Director of the Office of War Board Services; Chief of the Agricultural Adjustment Agency, Chief of the Bureau of Agricultural Economics, President of the Commodity Credit Corporation, Director of Extension Work, Governor of the Farm Credit Administration, Director of Food Distribution, Chief of the Forest Service, Director of Information, Administrator of the Rural Electrification Administration, Chief of the Soil Conservation Service, and the Solicitor. The Chairman of the National War Board now performs the functions of the former Office of War Board Services.

Executive Order 9385, of October 6, 1943, transferred the functions of the War Food Administration and the Commodity Credit Corporation with respect to the procurement and development of food, food machinery, and other food facilities in foreign countries, to the Foreign Economic Administration.

On October 23 the Administrative Council was reconstituted with the following members: Assistant to the Secretary, Assistant to the War Food Administrator, the Director of Finance and Budget Officer, Director of Personnel, Director of Information, the Solicitor, Chief of the Office of Plant and Operations, and the Land Use Coordinator.

Executive Order 9334 was amended October 29 and the Combined Food Board was reconstituted with the War Food Administrator as United States representative, a Canadian in addition to the British member, and the Secretary of Agriculture as neutral chairman. At the same time both the Food Advisory Committee and the Inter-Agency Allocations Committee were abolished. Their functions were combined and transferred to a newly created Food Requirements and Allocations Committee of the War Food Administration.

The Chairman of this Committee, and personal representative and Deputy of the War Food Administrator both thereon and on the Combined Food Board, is the Director of Food Distribution. The other members of the committee are representatives of the War Department, the Navy Department, the Office of Foreign



Economic Administration, the War Shipping Administration, the Civilian Food Branch of the Office of Distribution and the Office of Production. Administrator's Memorandum No. 30 of October 28, 1943 validated these changes.

On January 21, 1944, the Food Distribution Administration and the Food Production Administration were renamed the Office of Distribution and the Office of Production, respectively. An Office of Price was also established to supervise functions relating to the approval of maximum prices of, and price-support program for, agricultural commodities. At this time the Agricultural Adjustment Agency, the Farm Security Administration, and the Soil Conservation Service, became independent agencies in the War Food Administration.

On October 26, 1944 there was established a new WFA staff unit, the Office of Surplus Property and Reconversion, to supervise and coordinate the functions of its various agencies in surplus property disposal, reconversion, and contract settlement. On November 10, 1944, a Director of Water Utilization was appointed in the office of the War Food Administrator to exercise general supervision over and to coordinate the functions and responsibilities of WFA agencies in the field of water development, use, and disposal. The Director works closely with the Land Use Coordinator in the Office of the Secretary.

Administrator's Memorandum No. 27, Revision 1, December 13, 1944, as amended January 5, 1945, ushered in a major reorganization of the War Food Administration. The Office of Distribution and the Office of Production were abolished. Most of the remaining work of the latter went to the Agricultural Adjustment Agency, a little to Soil Conservation Service. The Federal Crop Insurance Corporation, which had reported administratively to the Director of Production, became an independent program agency of WFA.

In a sense the Office of Distribution was torn functionally in twain. To a new Office of Marketing Services went the ordinary peacetime activities of the former Office of Distribution, those concerned with regulatory inspection, and service statutes, compliance activities, civilian food requirements, as well as maximum price and rationing regulations, and much work concerned with War Food Order programs.

A new Office of Supply was created to handle matters relating to requirement and allocations control, program liaison, procurement and price support, shipping and storage, plant facilities and financing, the requisitioning of food and acquisition of property, the administration of five War Food Orders, and subsidy operations. A new Office of Basic Commodities was created which took over the functions of the Cotton, Grain, General Crops, Hemp, Oilseeds, and Sugar Divisions of the Commodity Credit Corporation.

But, by the amendment of January 5, mentioned above, the last two mentioned new offices became part of the Commodity Credit Corporation, each being administered by a vice president thereof. Under the vice president in charge of activities at first assigned the Director of Supply were also placed the school lunch and direct distribution programs originally placed in the Office of Marketing Services. All these changes became effective January 1, 1945.

War Food Administrator's Memorandum No. 27, Revision 1, Supplement 4, established the Office of Investigatory Services both to administer the Commodity Exchange Act and to develop information and means to facilitate the prevention of speculation, profiteering, fraud, and violations in all phases of WFA food programs. OIS was established as of March 23, 1945.

Administrator's Memorandum No. 27, Revision 1, Amendment 6, March 30, 1945 transferred to Soil Conservation Service all functions of Farm Security Administration relating to WFA water conservation and utilization programs under the Case-Wheeler Act. Amendment 7 to the same Memorandum, April 11, 1945, transferred functions related to allocation of food among claimant agencies from Commodity Credit Corporation to the office of the Administrator where the Office of Requirements and Allocations was established to handle them.

The following agencies were then responsible to the Secretary of Agriculture: Agricultural Research Administration, Forest Service, Rural Electrification Administration, and Farm Credit Administration. The Land Use Coordinator was placed in the Office of the Secretary.

The War Food Administration then comprised the following staff agencies: Office of Investigatory Services, Office of Price, Office of Surplus Property and Reconversion, Office of Requirements and Allocations, Office of Transportation, Office of Water Utilization, Office of Home Food Supply, and the National War Board.

The following units then functioned as independent program agencies within the War Food Administration: Agricultural Adjustment Agency, Commodity Credit Corporation, Extension Service, Farm Security Administration, Federal Crop Insurance Corporation, Office of Labor, Office of Marketing Services, Office of Materials and Facilities, and Soil Conservation Service.

The Department of Agriculture and the War Food Administration were closely integrated not only by the fact that the Under Secretary of Agriculture was also First Assistant War Food Administrator, but by the authority the Secretary and the Administrator had to exercise any and all powers vested in the other, by statute or otherwise, to the extent that was necessary to enable them to perform their respective duties and functions. Mutual services by the staff offices and the constitution and functions of various committees acted as further tie-ins and lines of coordination.

This situation was neither unique nor unprecedented. When the Bureau of Animal Industry was created with bureau status in 1884, it was placed in a Department which had but bureau status itself. That came out all right. The head of the Weather Bureau, which came to the Department in 1890, was always a Presidential appointee. When the United States Food Administration was created during World War I, some wondered just what this portended for the Department's future and the same kind of thoughts arose when the Farm Board was set up in 1929. Again, there were those who feared the Agricultural Adjustment Administration and other "action" agencies might swallow the Department whole. None of these things actually happened. The Department survived.

So it was not unexpected that Executive Order 9577, dated June 29, 1945, terminated the War Food Administration, at the request of the War Food Administrator, and transferred WFA and the Office of the Administrator to the Secretary of Agriculture. Orders, rules, directives, and regulations of WFA remained in full force until modified or revoked by the Secretary. Secretary's Memorandum 1106, July 3, 1945, took note of the provisions of the above Executive Order, effected the required transfers, and named the new assistants in the Office of the Secretary and the Committee on Organization, which is to make necessary organizational changes in the Department's structure only after mature consideration.



On August 18, 1945, Secretary's Memorandum 1118 announced the creation of a Production and Marketing Administration which represented a consolidation of the Office of Basic Commodities, the Office of Supply, the Office of the President of the Commodity Credit Corporation, the Offices of the Manager of the Secretary of the Federal Crop Insurance Corporation, the Office of Marketing Services, the Agricultural Adjustment Agency, the Office of Requirements and Allocations, the Office of Price, the Office of Transportation, the Office of Materials and Facilities, the Office of Labor, the Office of Home Food Supply, the Office of Investigatory Services, and the Federal Surplus Commodities Corporation which is in process of liquidation. The Under Secretary became Administrator of the new agency.

The new agency was organized on a commodity basis, its branches being named as follows: Livestock, Dairy, Poultry, Fats and Oils, Fruit and Vegetable, Sugar, Grain, Tobacco, Special Commodities, Cotton, Field Service, Food Distribution Programs, Materials and Equipment, Shipping and Storage, Marketing Facilities, Labor, Fiscal, Budget and Management, Compliance and Investigation. Its staff officers are a director of information, a director of price, a director of requirements and allocations, a transportation officer, and a director of claimants program coordination.

On September 1, 1945, new personnel and functional assignments for PMA were announced covering, in the main, programs carried on by State offices of the Agricultural Adjustment Agency, and by field offices of the Office of Supply, formerly in the Commodity Credit Corporation. These operations were headed up under a State director and his assistant in 30 States; in the other 18 States separate offices were continued for production and for marketing programs, Chairmen of the State AAA Committee being responsible for the former and State Officers of Marketing for the latter.

On August 21, 1945, Secretary's Memorandum 1120 abolished the position of Land Use Coordinator and the Office of Water Utilization, and placed the functions and duties thereof under the Assistant Secretary. Thus the Department was re-organized to facilitate peacetime functioning, in accordance with recommendations made, after several weeks of study, by the Committee on Organization, of which Milton S. Eisenhower, President of Kansas State College at Manhattan, was chairman.

The new organization of the Department of Agriculture is shown in the attached chart. Except for abolition of the position of Land Use Coordinator, the staff offices remain the same as shown near the top of page 12. In addition to the newly created Production and Marketing Administration, the Department comprises the following special program agencies: Extension Service, Farm Credit Administration, Farm Security Administration, Forest Service, Rural Electrification Administration, and Soil Conservation Service.

LIBRARY  
CURRENT SERIALS  
★ OCT 10 1945 ★  
U.S. DEPARTMENT OF AGRICULTURE